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Executive Board of the United Nations Children's Fund

Report on the first and second regular sessions and annual session of 2010

Economic and Social Council

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Supplement No. 14

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Report on the first and second regular sessions and annual session of 2010

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Note

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Part one
First regular session of 2010

Held at United Nations Headquarters from 12 to 14 January 2010

I. Organization of the session

A. Opening statement of the outgoing President

1. The President of the Executive Board for 2009, H.E. Mr. Oumar Daou, delivered a farewell statement, thanking delegations and the secretariat for their close cooperation throughout his presidency. He paid tribute to the Executive Director for her excellent leadership of the United Nations Children's Fund (UNICEF). Special praise was devoted to her commitment to Africa and to the fight to end violence against women, poverty and disease, notably HIV/AIDS, tuberculosis and malaria. He said that in supporting a culture of excellence at UNICEF, she had helped the organization to achieve positive results and to further strengthen its credibility. Noting that the Executive Board session was taking place less than two months after the twentieth commemoration of the adoption of the Convention on the Rights of the Child, he commended UNICEF for progress made in protecting and promoting the rights of children. At the same time, he emphasized that much more needed to be done in promoting children's rights in the areas of child survival, protection and development. More work was also needed, he said, in protecting the planet from the effects of climate change, especially on the most vulnerable populations.

B. Election of officers of the Executive Board

2. The Executive Board elected as President H.E. Dr. Abulkalam Abdul Momen, Permanent Representative of Bangladesh to the United Nations; and as Vice-Presidents, H.E. Ms. Sanja Štiglic, Permanent Representative of Slovenia to the United Nations; H.E. Mr. Boniface G. Chidyausiku, Permanent Representative of Zimbabwe to the United Nations; Mr. Gustavo Álvarez, Deputy Permanent Representative of Uruguay to the United Nations; and Mr. Pål Klouman Bekken, Counsellor, Permanent Mission of Norway to the United Nations.

C. Opening statements by the President and Executive Director

3. In his opening remarks, the President of the Executive Board for 2010 said that taking up his new office was an honour for him both personally and as a citizen of his country. He thanked the Executive Director and her team for their dynamism, expertise, skill and commitment, which have allowed UNICEF to enhance its leadership role in promoting the rights and well-being of children. Recalling the words of the Secretary-General, he praised the Executive Director for being "a champion of United Nations coherence and a strong voice for children as well as Millennium Development Goals implementation. Her legacy is an organization that is financially and intellectually strong, as well as equipped to meet the challenges children face in the twenty-first century." He called upon the Executive Board to pay homage to her by continuing her legacy of good work.

4. Summarizing data highlighted in the UNICEF flagship publication *The State of the World's Children 2009: Maternal and Newborn Health*, the President emphasized the work ahead in improving maternal, newborn and child health and in achieving the Millennium Development Goals. It was crucial, he emphasized, to act

now to protect children from threats of security, armed conflict, the impact of the global and financial crisis, natural disasters, climate change, food insecurity, cross-border trafficking and the "modern slave trade". The Executive Board has a strong role to play in addressing the twin issues of poverty and sustainable development and protecting the world's most vulnerable children.

5. The Executive Director, in her opening remarks, said that UNICEF is guided by the urgency of achieving the Millennium Development Goals. By fostering a culture of continuous improvement, she noted, UNICEF has worked to strengthen its results-based focus in order to achieve the Goals and fulfil the rights of children in line with the Convention on the Rights of the Child. To leverage greater results, UNICEF has worked to deploy resources where the burdens and needs are the greatest, to improve its coordination and collaboration with others, and to help Governments build their capacities and make informed decisions based on the best possible evidence and practices.

6. Summarizing the key challenges facing children, she highlighted progress made by UNICEF and its partners in key areas. These include health and nutrition and improved food security, integrated primary health care for children and women, the expansion of child health interventions, and support for gender equality in education and child-friendly schools. This work also involved the creation of environments protecting children against all forms of exploitation and abuse and the forging of innovative partnerships to address sexual violence against girls and women. In HIV/AIDS, UNICEF helped to increase coverage for prevention of mother-to-child transmission of HIV and treatment of paediatric AIDS. Other significant areas of progress include the establishment of more systematic humanitarian operations; the revitalization of communication for behaviour change; and the expansion of youth participation programmes, including participation in recent climate change and Junior 8/G8 forums. To further improve development outcomes, UNICEF had created an innovation unit featuring the use of new technology and innovative products, such as SMS technology to track malnutrition and monitor supply.

7. Improvements to management and administration include the establishment of an office of research and the expansion of knowledge management systems, combined with more strategic use of evaluations that are better-integrated into programmes. Among achievements in human resources were the launch of a new e-recruitment system, the establishment of an assessment programme for representatives, and the continuation of the New and Emerging Talent Initiative. Regarding resources, despite the recent downturn, UNICEF has continued to improve its financial position, thanks in large part to the support of its donors. Accountability mechanisms have been strengthened, audit compliance has improved, and the office of ethics has been established. Critical to all this work is the increasingly strategic approach to collaboration with others. UNICEF has been a strong supporter of United Nations system-wide coherence, and of effective partnerships with United Nations agencies and the World Bank and other international financial institutions. Efforts have also focused on enhancing partnerships and collaborations with non-governmental organizations, including through the simplification of processes and procedures. UNICEF, in concert with its National Committees, continues to strengthen financial and non-monetary ties with the private sector. Strategic discussion has also centred on key emerging issues that will continue to affect the lives of children and women: climate change, population

growth, economic trends that include the expanding illicit economy, and technological innovation applied to development.

8. As a result of these and other efforts, the Executive Director said, UNICEF today is a stronger rights-based and results-driven organization that will continue to effectively advance the agenda for children around the world. Speaking of her tenure as Executive Director, which began in 2005, she said the dedicated staff members of UNICEF were one reason why her years at the organization have been among the most rewarding of her life. She thanked the Executive Board for its leadership, guidance and support.

9. In the discussion during this and other agenda items, delegations praised the Executive Director for her dedicated leadership and the results she helped UNICEF to achieve. Among the results highlighted were an unwavering commitment to achieving the Millennium Development Goals; the strong support for food security, protection of children's rights, gender equality and the fight to end violence against women and children; specific contributions, with partners, to global advances in child health, nutrition, education, HIV/AIDS, emergency humanitarian assistance and other areas of the medium-term strategic plan; the launching of the organizational improvement initiatives; a sharper focus on achieving, monitoring and reporting on results; the drive for strengthened and more strategic partnerships and collaborative relationships; a steady steering of the organization through the global economic downturn; and continued support for United Nations system-wide coherence.

10. Turning to the issue of recruitment for the post of the new Executive Director, three delegations called for an open, transparent and merit-based process and asked the President to ensure that the Executive Board was kept informed of progress during the recruitment process.

D. Adoption of the agenda

11. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2010/1) for the session.

12. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 48 observer delegations, including 1 United Nations body, 1 intergovernmental organization, 3 international organizations, 3 non-governmental organizations, and 3 National Committees for UNICEF.

II. Deliberations of the Executive Board

A. Annual report to the Economic and Social Council

13. The annual report to the Economic and Social Council for 2009 (E/ICEF/2010/3) was introduced by the Director of Governance, United Nations and Multilateral Affairs, who also presented a report on recommendations of the Joint Inspection Unit (E/ICEF/2009/6) included under this agenda item.

14. The Director stated that the report responded directly to General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and to the expectations set out in Executive Board decision 2009/2. This decision had requested UNICEF to provide more robust qualitative assessments and analysis of progress made, difficulties encountered and lessons learned.

15. The Director noted that UNICEF had developed an action plan in response to resolution 62/208, reporting that as of September 2009, 96 per cent of planned actions were completed, under way or of an ongoing nature. In 2009, she said, UNICEF had made notable progress in gender equality mainstreaming, capacity development and the harmonization of business processes. In addition to summarizing the key elements of the report, she gave a brief update on the financial situation of UNICEF as of 31 December 2009, indicating that both regular resources and other resources would register declines.

16. Delegations welcomed the report, emphasizing its improved assessment and analysis of results and challenges and lessons learned; its harmonization with the reports of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and other United Nations entities; and its closer alignment with the comprehensive policy review. UNICEF was requested to continue to improve these three elements in future reports.

17. Many delegations commented on funding and partnerships. Speakers welcomed the greater emphasis of UNICEF on more strategic partnerships. Such partnerships included relationships with emerging donors, including those in middle-income and developing countries; global public-private partnerships; the Bretton Woods institutions; the private sector, and other donors; both within and outside the United Nations. Strengthening partnerships, it was noted, was important for delivering aid more effectively and efficiently, and for ensuring social protection, especially in the context of the global economic crisis. UNICEF was asked whether its partnerships with the international financial institutions would go beyond support for emergencies to fund long-term development.

18. One delegation said that partnerships with community-based organizations and national civil society organizations were a core strength of UNICEF. Other delegations stressed that stronger partnership in the areas of health, nutrition and food security, and young child survival and development was essential for achieving the Millennium Development Goals and addressing the challenges of the economic downturn. In this respect, one speaker highlighted the key participation of UNICEF in the 2009 United Nations Ministerial Conference on the Social Impact of the Economic Crisis in Eastern Europe, Central Asia and Turkey, which took place in Almaty, Kazakhstan.

19. Several delegations said that partnerships at all levels should intensify the focus on protection issues, including the prevention of trafficking of children, violence against women, and female genital cutting. One speaker suggested that the Executive Board mark the upcoming anniversary of the adoption of the Optional Protocols to the Convention on the Rights of the Child.

20. A number of delegations expressed concern over the growing imbalance of regular (core) resources and other (non-core) resources. Regular resources, it was noted, should be used to assist the poorest countries and the most vulnerable

populations. Additional information was requested on work with the private sector in the new "non-monetary" modes of cooperation, and on the workings of the Millennium Development Goals Achievement Fund.

21. UNICEF was praised for its solid contributions to national capacity development and development effectiveness. In particular, UNICEF was commended for its initiatives expanding the access of national partners to development knowledge — especially through the establishment of streamlined data collection systems — and in improving capacities in evaluation. One speaker requested information on how UNICEF has assisted middle-income countries in dealing with the issue of inequalities.

22. Several delegations stressed that capacity development should emphasize country ownership, incorporate a human rights approach, and integrate gender equality. This work in human rights, it was emphasized, needed to include cooperation with both national institutions and civil society in building capacity for child protection. Referring to the 2009 desk review of UNICEF efforts in capacity development, several delegations asked how the findings would be addressed by UNICEF management.

23. UNICEF was also recognized for its contributions to South-South cooperation, with one speaker suggesting that UNICEF further systematize the varied initiatives and identify good practices for sharing. Another speaker singled out the important cooperation with the Organization of American States on birth registration.

24. A number of delegations emphasized the centrality of gender equality and women's empowerment and of the mainstreaming of gender to the work of UNICEF, congratulating the organization for progress achieved. Special note was made of the initiative to examine the implications of gender equality in humanitarian operations. Emphasizing that the rights of children and women were inextricably linked, delegations expressed support for ensuring closer synergy in implementation of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women.

25. Speakers underscored the need to implement the recommendations of the 2008 evaluation of gender policy implementation in UNICEF, including through training and learning opportunities for staff, the conducting of gender reviews and the creation of gender assessment tools. It was essential, speakers noted, to track implementation on the ground. Delegations recommended that UNICEF coordinate its efforts more closely with those of other United Nations organizations, particularly the United Nations Development Fund for Women, and continue to play a strong role in supporting revision of the United Nations gender architecture and the planning for the United Nations gender entity.

26. Delegations highlighted the unique role UNICEF has to play in ensuring a smooth transition from humanitarian relief to development, and in post-conflict peacebuilding. UNICEF was commended, in particular, for supporting the implementation of the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict. Support was equally expressed for the contribution of UNICEF to the following areas: disaster risk reduction at the policy and field operations levels; reform of the United Nations humanitarian system; protection of children and women, with UNICEF acting as lead agency in the protection cluster; and the common needs assessment initiative.

27. Praising UNICEF for its contribution to United Nations system-wide coherence, speakers called upon UNICEF to continue to play an active role in this initiative, both at headquarters and in the field. It was necessary, they said, to prioritize important areas such as Delivering as One, joint programming, and simplification and harmonization. It was imperative, delegations said, to harmonize procedures in areas such as security and banking.

28. UNICEF was acknowledged for its efforts as Chair of the United Nations Development Group (UNDG) to strengthen the resident coordinator system; for its participation in the Integration Steering Committee and integrated mission planning process; and for its collaboration with other funds, programmes and agencies on common formats for reports to Governments. It was also noted that UNICEF had made more progress than other organizations of the United Nations system in adopting the new One Enterprise Resource Planning system.

29. Though they recognized good progress achieved, delegations called for even more inter-agency collaboration. It was vital, they noted, to further harmonize assistance for better outcomes in areas such as health, including polio eradication, HIV/AIDS, and child protection. One speaker suggested that UNICEF intensify its cooperation in particular with the World Food Programme.

30. Underscoring the key role of effective monitoring and evaluation in the work of UNICEF, one speaker commended the efforts of the organization to strengthen knowledge and capacities in evaluation, including through the conducting of training courses. Another speaker praised UNICEF for its utilization of the recommendations of the Joint Inspection Unit in improving policies and programmes.

31. The annual report will be submitted, together with a summary of comments made during the discussion, to the Economic and Social Council for consideration at the 2010 substantive session.

32. The Executive Board adopted decision 2010/1 (see compendium of decisions in document E/ICEF/2010/5).

B. UNICEF programme cooperation

33. The Executive Board approved, on a no-objection basis, revised country programme documents for Argentina, Guatemala and Uganda. In accordance with Executive Board decisions 2002/4 and 2006/19, the Executive Board had discussed the draft country programme documents for these programmes at the 2009 second regular session, approving the aggregate indicative budgets for each country programme. Taking into consideration comments from the Executive Board, as appropriate, and after consultation with the respective Governments, the draft documents had been revised and had been posted on the UNICEF website, along with revised results matrices, within six weeks of the session. The Executive Board was requested to approve the revised country programme documents on a no-objection basis unless at least five members had informed the Secretariat in writing that they wished to bring a particular programme to the Executive Board for further discussion. As the Secretariat had not received any such requests, the country programme documents were approved.

34. Also discussed under this agenda item was the recommendation for approval of additional regular resources for approved country programmes. The Director of Programmes introduced the recommendation (E/ICEF/2010/P/L.1 and Corr.1) for the allocation of an additional $57,137,000 in regular resources for approved country programmes. The recommendation was approved by the Executive Board in decision 2010/2 (see compendium of decisions in document E/ICEF/2010/5).

C. Private fund-raising: 2010 workplan and proposed budget

35. The Director of Private Fundraising and Partnerships (PFP) presented the report (E/ICEF/2010/AB/L.1).

36. Delegations praised PFP and the National Committees for UNICEF for the better-than-planned results for 2009, achieved during a difficult economic and financial environment, in part by the limiting of expenditures. One delegation welcomed the organization's cautious approach regarding the 2010 proposed budget.

37. A number of delegations, noting the continued decline in income from cards and gifts sales and in corporate giving, expressed appreciation for the increased efforts in private fund-raising. Speakers especially welcomed the greater focus on regular pledge donors as an income growth area. Several delegations expressed support for the proposed increase in investment funds, as these funds provided significant support to National Committees to expand the engagement of pledge donors and thus to generate a more steady and predictable stream of income. Other delegations said there was room for further growth in corporate donations and support, and called on UNICEF to further promote corporate social responsibility and to work with National Committees to finalize guidelines for corporate partnerships. One delegation recommended that UNICEF strengthen its fund-raising for humanitarian crisis situations.

38. Several delegations welcomed the business rationalization in cards and gifts as being well structured and improving efficiency. It was noted that the process was difficult but necessary, not only to improve net income from the sales but also to maintain the strength of the UNICEF brand.

39. A number of delegations commented on the new partnership model with retail partners, stating that they hoped it would have a positive impact on income and improve cost effectiveness in cards and gifts sales. One delegation suggested that UNICEF continue to strengthen its strategic partnerships with the National Committees and to concentrate on the potential of new markets, especially in developing countries. PFP was asked about its experiences in countries where the new partnership model was implemented.

40. In response, the Director noted that, while final sales figures were not yet available for 2009, various partnerships with Hallmark and Pictura had enabled UNICEF cards and gifts to be sold in retail stores for the first time, potentially generating additional resources for UNICEF.

41. Replying to questions raised about the number of posts in the cards and gifts business, the Director said that despite the conversion of some contracts to regular posts, the number of staff had remained the same. Eventually, he said, rationalization would lead to a reduction in the number of posts.

42. Several speakers asked about whether the funding of the 2010 workplan would come from PFP activities or other programme support costs outside of PFP. The Director responded that all elements of the workplan were funded through the PFP budget; only child rights advocacy and support were financed through the support budget.

43. The Executive Board adopted decision 2010/3 (see compendium of decisions in document E/ICEF/2010/5).

D. Report on the implementation of the UNICEF cost recovery policy

44. The Comptroller introduced the report (E/ICEF/2010/AB/L.3), which was presented in conjunction with agenda item 7, follow-up to Executive Board decision 2009/20 on the biennial support budget for 2010-2011.

45. Several delegations expressed appreciation for the clarity of the report. UNICEF was commended for the fact that, as 2006-2007 cost recovery figures showed, regular resources had not subsidized support costs for programmes funded by other resources. It was emphasized that more work needs to be done to achieve a systematic and common approach to cost recovery.

46. Delegations inquired whether the methodology for calculating cost recovery was sustainable and requested figures for 2008. One speaker suggested that the methodology cover all costs. Another asked which exceptions UNICEF had granted to the recovery rate of 7 per cent.

47. It was further suggested that financial reporting on administrative expenses be given on a regular basis; that regular annual financial reporting on actual support budget expenditures be presented in a format similar to the organization's resource plan; and that cost recovery discussions take place during the review and approval of the 2012-2013 biennial support budget.

48. One speaker requested UNICEF to evaluate the impact of the cost recovery on programmes in the field on a case-by-case basis. Another speaker requested that a study be conducted on other ways of channelling non-core resources to programmes, including through the use of income from countries benefiting from programmes. More information was also requested on the work on cost recovery by the High-level Committee on Management.

49. Thanking the delegations for their comments, the Comptroller assured them that UNICEF supports the Executive Board position that regular resources should not subsidize support costs for other resource funding of programmes. Responding to the several questions on classification, definitions and methodology, he explained that direct costs are defined as costs that are directly traceable to project activities and programmes in fulfilment of the mandate of UNICEF. Indirect costs are costs not directly attributable to specific projects and programmes. Fixed costs, which include management costs, are incurred by UNICEF as part of having a minimum programme presence in a country. He further explained that the only expenses charged to core resources are management, administration and the support costs required for running operations and maintaining the organization. Costs subject to recovery are those additional incremental costs (so-called variable indirect costs) incurred when other resources are applied to programmes.

50. Replying to questions about exceptions granted by UNICEF to the recovery rate of 7 per cent, the Comptroller said that the following exceptions had been made, in accordance with the cost recovery policy: two donors had received a reduction of 1 per cent for their contributions of over $40 million; and a number of thematic fund donors had received a rate of 5 per cent. He emphasized that any funds recovered in excess of the standard recovery rates are ploughed back into regular resources for programme use.

51. The Comptroller confirmed that the cost recovery methodology was sustainable, and he shared with the delegations some preliminary calculations for 2008. The figures for 2008, he noted, had been excluded from the report because the 2008-2009 biennial budget had not yet been closed at the time the report was completed.

52. On the question of harmonization, the Comptroller explained that UNICEF would continue to work with UNDP and UNFPA on cost definitions and classification, following the steps outlined in the road map to an integrated budget. A very comprehensive, transparent and harmonized methodology was expected to emerge from this process, he said.

53. Deputy Executive Director Mr. Omar Abdi added that inter-agency work on cost classification would give Member States a better understanding of cost definitions. He emphasized that no matter how costs were defined, the operating costs of UNICEF engagement in more than 100 countries would continue to rise. He suggested that the solution to these rising costs was not to charge more recovery to other resources but rather to look at different business models for working in various countries, including those with small programmes.

E. Follow-up to Executive Board decision 2009/20 on the biennial support budget for 2010-2011

54. The Comptroller introduced the joint information note of UNDP, UNFPA and UNICEF on the road map to an integrated budget. This road map outlines the improvements to be made to the biennial support budget for 2011-2012 as a step towards a single, integrated budget for UNICEF in 2014, harmonized with that of the other two organizations.

55. The Director of Policy and Practice introduced the update of the results matrix of the biennial support budget for 2010-2011 (E/ICEF/2010/CRP.3). The Director noted that a performance report on the results of the medium-term strategic plan for 2006-2013 and the biennial support budget for 2010-2011 will be included in the annual report of the Executive Director to be presented at the 2010 annual session of the Executive Board.

56. Welcoming the road map, delegations commended its clarity and message of transparency. The process, they said, had satisfactorily incorporated continuous dialogue with the Executive Boards, consultations with the Advisory Committee on Administrative and Budgetary Questions, and references to the activities performed by the working group of the United Nations Development Group on cost recovery policy.

57. Speakers underscored the need for the integrated budget to be fully comprehensive, transparent, and results-based, with a fair distribution of operating

costs between core and non-core resources. It was noted that budget documents need to ensure comprehensive, transparent linkages to the strategic plans of the organizations. One speaker cited the need for financial reporting on actual support budget expenditures in the annual financial review, in a format similar to the resource plan.

58. For the sake of comparison across years, it was suggested that certain models in the budget be preserved in order to weigh results against indicators of efficiency — for example, a tracking of fixed and variable indirect costs. Noting that comparison among agencies was also important, one delegation requested that the joint report to be presented at the 2010 second regular session present a common methodology for treatment of cost categories for the support and programming budgets.

59. Regarding the biennial support budget for 2010-2011, several delegations praised the efforts of UNICEF to improve the results matrix, while suggesting that indicators could be further improved. Results frameworks, it was noted, need to contain "smart" indicators that are specific, measurable, achievable, relevant and time-bound, clearly linking the efforts of inputs to achieved results. Specifically, the emphasis should shift from activities undertaken to outcomes targeted. UNICEF was called upon to strengthen its results-based management and provide regular updates on progress made.

60. The Director responded that refining indicators was part of a continual learning process for UNICEF. The performance report to be given at the 2010 annual session would allow for an assessment of the viability of the indicators and of the progress in achieving targets. Targeted outcomes are increasingly used by UNICEF, especially at the country and regional office levels, where expected results are linked to the targets of the medium-term strategic plan and are included in office management plans.

61. Replying to a specific question on "office management reports", the Director said that the reports, an assessment instrument introduced towards the end of 2009, cover a wide range of common operational indicators and key performance indicators in the medium-term strategic plan and the support budget.

62. Thanking delegations for their comments on the road map, the Comptroller expressed the steadfast commitment of UNICEF to working with UNDP and UNFPA towards an integrated budget.

F. Update on implementation of the International Public Sector Accounting Standards

63. The Deputy Director (Accounting Services) of the Division of Financial and Administrative Management presented the update on the implementation of the International Public Sector Accounting Standards (IPSAS) (E/ICEF/2010/AB/L.2), summarizing progress in the four areas of transition: policy development, the first area of transition, is driving the activities of all other areas of transition. Policy positions have been established, and documents prepared, in all 16 key topics that were identified in the impact analysis completed in 2008. Discussions on these policy positions have begun with the external auditors. The second area of transition, change management, will be described in the implementation plan

commenced in January 2010 and will be implemented through activities that include communication and training, already started. Systems adaptation, the third area of transition, covers changes to business practices and is progressing in tandem with the roll-out of the new system of VISION-One ERP (Virtual Integrated System of Information-One Enterprise Resource Planning). The blueprint for systems development was completed in July 2009. The fourth area of transition, report preparation, commenced in 2009 via IPSAS-compliant financial statements, which will likely be revised as IPSAS implementation progresses, with full adoption planned for 2012.

64. One speaker applauded the cautious, phased introduction of IPSAS by UNICEF, saying that it will allow those in the field to adequately adapt to the new accounting and administrative modalities, and will allow UNICEF to more closely coordinate with governments and other entities during the transition. The speaker asked what impact the preparation of annual budgets, as opposed to interim or biannual budgets, will have on country programmes.

65. The Deputy Director responded that, while IPSAS will require annual financial statements, UNICEF will continue to present a biennial budget. The annual financial statements will include a reconciliation of budget to actual performance.

G. Pledging event

66. Immediately prior to the pledging event, the Executive Director gave an update on the crisis in Haiti following the 12 January earthquake and its aftermath, summarizing the immediate relief efforts of UNICEF and its partners. These efforts, she said, involve supplies and assistance focusing on children separated from their families.

67. The Permanent Representative of Haiti to the United Nations, H.E. Mr. Léo Mérorès, described catastrophic conditions in the country. He conveyed the appreciation of Haiti for the sympathy expressed by the international community and for the immediate response of UNICEF, in coordination with the United Nations and other partners. He also deplored the heavy toll taken on United Nations staff in Haiti.

68. The President opened the eleventh annual pledging event, welcoming the participants. He emphasized that the ability of UNICEF to work effectively with national counterparts and other partners depended on the voluntary contributions of donors.

69. A total of 21 Government representatives expressed their support for UNICEF, with many of them acknowledging the dedication and achievements of the Executive Director as head of UNICEF. Donor representatives also expressed their solidarity with the people of Haiti suffering the devastating effects of the earthquake crisis, and pledged support through UNICEF and other organizations.

70. The amount pledged at the 2010 event totalled $283 million, compared with $186 million pledged at the 2009 event. The total pledges for regular resources for 2010 including pledges received during the United Nations Pledging Conference in November 2009, and pledges received outside of both pledging events, amount to $289 million (compared with $299 million in 2009) from 44 Governments. This

corresponds to 52 per cent of the target of $554 million for 2010 set out in the medium-term financial plan for 2009-2012 (E/ICEF/2009/AB/L.5).

71. During the event, six donors announced increases in their pledges for contributions for 2010: Australia, Belgium, Iceland, Slovenia, Spain, and United States of America. Donors who maintained their contribution for 2010 were China, Republic of Korea, Luxembourg, Morocco, Norway, Portugal, Russian Federation and Uruguay.

72. Several donors acknowledged the work done by UNICEF at the country level. UNICEF was commended for its contributions to the achievement of the Millennium Development Goals, its contribution to United Nations system-wide coherence, and its organizational improvement initiatives.

73. The Executive Director expressed appreciation for the contributions and support that UNICEF received from Governments, National Committees for UNICEF, and the private sector. She thanked donors for their pledges to sustain or expand funding to UNICEF, especially during a time of scarce resources. The contributions, she said, allow UNICEF to continue to carry out its work around the world, to respond to crises, and to address the vulnerabilities of children.

74. A summary of pledges to regular resources may be found in document E/ICEF/2010/CRP.2.

H. Other matters

75. The President reported briefly on the recruitment process for the new UNICEF Executive Director, who is expected to take office in May 2010. At the request of three delegations, the President had met with the Secretary-General of the United Nations, who outlined the steps of what will be a transparent process that will take place in consultation with the Executive Board. The President assured delegations that throughout the process he will keep the Bureau of the Executive Board and Executive Board members informed.

76. The Secretariat shared with the Executive Board the list of provisional agenda items for the 2010 annual session.

I. Adoption of draft decisions

77. The Executive Board adopted decisions 2010/1 through 2010/5 (see compendium of decisions in document E/ICEF/2010/5).

J. Closing statements by the Executive Director and the President

78. In her closing remarks, the Executive Director underscored the need for the continuing and collective support for the people of Haiti. She paid tribute to Mr. Alayew Abai, Comptroller, Mr. Claus Andreasen, Director of Internal Audit, and Mr. Philip O'Brien, Director of Private Fundraising and Partnerships, who will retire after many years of service to UNICEF. Praising her for her professionalism, commitment to UNICEF and excellent work with the Executive Board, the Executive Director also announced that Mrs. Kirsi Madi, Secretary of the Executive

Board, would soon take up her new position as Deputy Regional Director in the regional office of Central and Eastern Europe and the Commonwealth of Independent States.

79. The Executive Director acknowledged the support expressed by delegations for the improvements UNICEF has made during her tenure. Saying that the faces and stories of the children she had met during her years at UNICEF would stay with her forever, she thanked the Executive Board and UNICEF staff and partners for their work in saving, protecting and improving the lives of the most vulnerable. Delegations gave her a standing ovation.

80. The President began his closing statements with an update on the emergency relief efforts of UNICEF in Haiti, praising UNICEF for its commitment to meeting the humanitarian needs.

81. The President summarized the key discussions that had taken place during the 2010 first regular session. He underscored the importance of the renewed commitments of Member States to achieving the Millennium Development Goals, particularly in the current global economic climate. He praised UNICEF for its efforts in supporting United Nations system-wide coherence, for implementing the triennial comprehensive policy review within the quadrennial framework, and for improving results-based reporting and analysis in the annual report to the Economic and Social Council.

III. Joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP

82. This chapter originally submitted as an addendum to the report of the UNICEF Executive Board on its first regular session of 2010 is a summary of the discussions that took place during the joint meeting of the Executive Boards of UNICEF, UNDP/UNFPA and WFP, held 15 and 18 January 2010. The text was prepared by the secretariats of the funds and programmes and approved by the Presidents of the three Executive Boards.

A. Delivering as one: Strengthening country-level response to gender-based violence

83. The President of the UNDP/UNFPA Executive Board opened the joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP by requesting a moment of silence to express solidarity and honour lives lost in the Haiti earthquake.

84. Following presentations by the UNFPA Deputy Executive Director (Programme) speaking on behalf of the four organizations, the Secretary-General of the General Secretariat of the Ministry of Women's Affairs, Burkina Faso, a representative from the UNiTE to End Violence against Women Campaign of the United Nations Secretary-General, and the UNFPA representative from Viet Nam, the President presided over a question and answer session. Delegations raised the following issues:

(a) While noting successes in Viet Nam, Executive Board members asked whether other countries undertaking a "delivering as one" approach had achieved benefits in supporting key priorities, such as gender-based violence. There was interest in the United Nations approach to working on gender-based violence in conflict/post-conflict contexts and on understanding how progress on the indicators of Security Council resolution 1325 will feed into the development of new global indicators. Delegations asked if effective coordination was possible in such settings without breaching specific mandates;

(b) While commending the commitment of Burkina Faso, there was a query on whether rape is considered a "scourge" and on measures to support children born out of rape;

(c) Delegations recognized that while coordination by United Nations organizations improves effectiveness, national ownership is key. Members highlighted that the joint approach appears to be beneficial in promoting national ownership/strengthening national capacities; clarifying United Nations roles and responsibilities; emphasizing the importance of regional initiatives, including South-South learning; ensuring the engagement of all relevant actors; and, promoting system-wide coherence;

(d) A query was raised on the impact of the joint approach on beneficiary populations. While funding and capacity gaps for addressing reproductive health and gender-based violence in humanitarian settings exist, support to the efforts of United Nations organizations was reiterated;

(e) A suggestion was made to undertake a unified United Nations approach to the development of gender-based violence data, for example, via the publication of monthly statistics.

85. The following responses were provided:

(a) While touching upon those countries where a unified approach has demonstrated results, a forthcoming evaluation will provide details demonstrating effectiveness and areas for improvement regarding the "delivering as one" pilots;

(b) Coordination in conflict and post-conflict contexts is challenging, but the cluster system approach works. Coordination does not undermine respective mandates but strengthens the work of each organization;

(c) Efforts must focus on strengthening national capacities. United Nations organizations can have integrated workplans without a formal agreement. The Zimbabwe United Nations country team gender theme group used that approach without being a "delivering as one" country;

(d) In Burkina Faso, exact figures on rape are difficult to ascertain. The country supports victims under its legislation. However, court system delays pose a challenge and make legal action difficult;

(e) The campaign of the Secretary-General acts an umbrella under which actors come together and duplication is minimized. The violence against women database is a tool that relies upon Member States for input.

86. The President thanked presenters and delegates for their interaction.

Presentation on the One United Nations country programme document for the United Republic of Tanzania

87. The President of the UNDP/UNFPA Executive Board invited the Director, Multilateral Cooperation, Ministry of Foreign Affairs and International Cooperation, United Republic of Tanzania, to make the presentation on the Tanzanian One United Nations country programme document. The Director elaborated on the proposed common programming approach, stating that the Tanzanian Government and the United Nations country team (UNCT) had agreed to develop a single business plan, a United Nations Development Assistance Plan (UNDAP), for 2011-2015, capturing the entire range of United Nations activities in the country. She emphasized that it would reduce duplication and provide a more collective and coherent strategy aligned with national priorities. She noted that her Government was proposing to the Executive Boards that a common country programme document (CCPD) derived from the UNDAP be approved in lieu of agency-specific CPDs. She outlined the timeline, noting that the CCPD would be presented to the Executive Boards in January 2011 and its implementation would start in July 2011. She underscored that her Government was not seeking to pre-empt the intergovernmental discussions on CCPD approval mechanisms that were ongoing in the context of system-wide coherence.

88. Several delegations commended the framework articulated by the Tanzanian Government, noting that it would reduce duplication, incorporate information found in separate CPDs and result in a coherent strategy aligned to national priorities. They recalled that the 2009 intergovernmental meeting in Kigali, Rwanda, had agreed that in the pilot countries there was no going back to doing business in the manner prior to the "delivering as one" initiative and that the momentum should be maintained. They called on donors to support those efforts through timely, predictable, unearmarked and multi-year financial support. They highlighted the need to reduce transaction costs and simplify reporting requirements by substituting individual organizations' reports with a single results report.

89. Numerous delegations, in a joint statement, congratulated the Tanzanian Government and stated that the pilot countries were breaking new ground and realizing more effective interventions and that the United Nations was "better" when it "delivered as one". Commending the Tanzanian proposal, they underscored that the UNDAP would meet the needs of the Tanzanian people and the Government and would encompass the entire spectrum of United Nations activity in the country. In supporting the proposed approach, they encouraged others to do the same. Underscoring the stated advantages of a CCPD, they emphasized that a results-based approach to planning, monitoring and evaluation would ensure that the United Nations developed a quality programme and was accountable to the people and the Government it served. They stressed that the approach did not pre-empt or impinge on General Assembly decisions and urged headquarters to keep pace with progress at the country level.

90. The President, UNDP/UNFPA Executive Board, asked if it would be plausible to expect that the Tanzanian Government would be able to adapt its CCPD if the General Assembly arrived at a decision only in July 2011 and not in January 2011. One delegation inquired how the UNDAP would encompass all the United Nations activities in the country or if there would be a focus on a limited number of sectors/areas. The same delegation asked how the Executive Boards would deal with

reporting, given the different fiscal cycles of countries and the United Nations. Another delegation asked what progress the Tanzanian Government had observed regarding donor funding behaviour concerning "delivering as one". One delegation asked if the Tanzanian Government was ensuring coordination within itself and what were the lessons and challenges thus far.

91. The Director thanked the delegations for their comments. Regarding the President's query, she stated that the CCPD implementation would begin in July 2011 and if the General Assembly had a decision on approval then the Tanzanian Government would be guided by it. Regarding the funding query, she noted that currently the country received financing on a yearly basis and donors were being requested to provide funding on a four-year basis for the UNDAP. Regarding coordination, she noted that the Ministry of Finance was the lead agency and had a steering committee composed of representatives from several ministries to ensure team coordination.

B. Climate change and development

92. The President of the UNDP/UNFPA Executive Board invited the UNDP Administrator to speak about how the United Nations was supporting countries in addressing climate change in the context of development. The Administrator noted that climate change impacts the poorest and most vulnerable populations; many nations need support to adapt to, and build greater resilience to, climate change. She also emphasized the need to enable these countries to follow low carbon development pathways. She touched upon the Copenhagen climate summit and its success in engaging many heads of government about a future direction. While efforts to negotiate a climate agreement continue, the United Nations must focus on practical work, supporting countries to devise responses that supportive of their development aspirations. The Administrator concluded by stressing that with sufficient resources, broad and innovative partnerships, and the support of their Executive Boards, the four organizations could leverage their complementary mandates in the service of programme countries and associated national development strategies.

93. A presentation was made by the resident coordinator of Malawi on the collaborative efforts among the United Nations, Government, and donors to respond to climate change. He underscored the challenges of dealing with climate change in an economy dominated by the primary sector. Strong collaboration by all actors has supported the Malawi National Climate Change Programme, with the United Nations playing the role of an impartial mediator and broker, and the "one United Nations fund" (a multi-donor trust fund) simplifying funding and reporting.

94. The Associate Director of Training and Head, Environment Unit at the United Nations Institute for Training and Research made a presentation on the training service platform on climate change called "CC:Learn". This was, inter alia, an example of how the United Nations system supports learning and strengthens human resources skills on climate change in Member States.

95. Delegations recognized the presentations as good examples of the United Nations working together at the country level, notably in Malawi. Delegations asked whether the Malawi model and its multi-donor trust fund could be replicated elsewhere. Delegations also supported the idea that climate change is a development

issue and that the United Nations has significant role to play. A number of delegations were concerned with the lack of capacity in developing countries to transform their economies, while others reiterated that the Copenhagen Accord represented an important step forward, though it was not a legally binding outcome. Delegations asked whether inaction in Copenhagen might increase the climate change threat to Millennium Development Goal achievement.

96. In responding, the Administrator suggested it was incumbent upon Member States to determine their own priorities in the context of the Copenhagen Accord. She also said that in the short term, Millennium Development Goal achievement was not threatened, though that could change if an agreement was not reached soon. She suggested practical ways in which the United Nations could help Member States address the Millennium Development Goals, poverty reduction and climate change, including use of the multi-donor trust fund, an outcome of the Copenhagen climate summit.

Briefing on Haiti

97. A panel of speakers composed of the UNDP Assistant Administrator and Director, Regional Bureau for Latin America and the Caribbean, the UNFPA Deputy Executive Director (Programme), the UNICEF Director of Emergency Programmes, and the Senior Adviser to the Executive Director of WFP and Special Envoy for "one United Nations" countries, briefed the joint meeting of the Boards regarding the situation in Haiti in the wake of the devastating earthquake.

98. Delegations expressed their condolences and solidarity with the people of Haiti and the United Nations system for the material and human losses. Numerous delegations spoke about their efforts to provide emergency money, debt relief, food supplies, medical teams and hospital equipment, sniffer dogs, satellite communication equipment, and disaster assessment teams in order to expedite humanitarian relief efforts in Haiti. One delegation expressed its commitment and support to partnerships between all actors as the only way to proceed given the magnitude of the crisis. Another delegation expressed concern at the possibility for deterioration in the security situation and asked the panel about steps being taken in this regard. That delegation also asked about medium- and long-term steps needed to coordinate United Nations and individual country interventions on the ground. In the context of ensuring a nationally owned and nationally led response to the disaster, one delegation asked about the state of the government in light of the devastation. One delegation appealed to members of the media to be accurate in their reporting so as to avoid confusion and curtail any negative psychological impact.

99. The delegate from Haiti provided an update on the situation in his country, thanking all delegations and organizations for their sympathy, solidarity, and contributions. He spoke about the destruction of many governmental buildings and the public servants trapped beneath rubble. He expressed deep appreciation for the show of support by all countries, adding that all Haitians take comfort in knowing they are not alone.

C. Recovering from economic and financial crisis: food security and safety nets

100. The President of the Executive Board of WFP opened the session by inviting the WFP Deputy Director, Policy, Planning and Strategy Division, to introduce the background paper on behalf of the four organizations.

101. In summarizing the contents of the paper, the Deputy Director noted that the widespread and deepening impacts of the crisis on the world's hungry had led the four organizations to focus on food security and supporting national government interventions for protecting vulnerable populations. Recognizing the short- and long-term implications of the crisis, countries across the globe are taking steps to establish social protection and safety net programmes that mitigate the impact of the crisis on the poor and vulnerable, even under tight fiscal conditions. Countries are scaling up coverage and benefits or initiating new transfer programmes targeting the chronically poor and food-insecure. The United Nations system — particularly UNDP, UNFPA, UNICEF and WFP — is working to support and strengthen these efforts.

102. The President invited the Director, Ethiopia Food Security Directorate, to bring a practical perspective to the discussion by describing the innovative Productive Safety Net Programme. The objective of the programme is to transfer food to food-insecure households in chronically food-insecure "woredas" (local administrative units), thereby preventing asset depletion at the household level and creating assets at the community level. The main achievements of the Productive Safety Net Programme include: improvements in the timeliness of transfers to the poorest citizens in rural areas; increased capacity for programme implementation; creation of productive assets at the community level; and increased household income and food security. Major lessons revolve around the challenges and value of transitioning from an emergency and humanitarian-oriented response to a more development-oriented approach.

103. The President invited questions and comments from the floor and the ensuing discussion yielded the following conclusions:

(a) Capacity-building to enhance ownership and sustainability is crucial;

(b) International efforts to support national social protection systems must be coordinated;

(c) The United Nations Social Protection Floor Initiative is relevant and could be very useful, if it retains its emphasis on country support;

(d) National and international efforts to combat the many facets of hunger need adequate resourcing, in the short and long term;

(e) The Productive Safety Net Programme of Ethiopia is an important example of how countries can combat the root causes of hunger and protect vulnerable populations, even under tight fiscal conditions, while retaining a balanced perspective in the context of relief and development;

(f) To meet the Millennium Development Goals, Member States must intensify efforts to eradicate hunger; prevention is an essential component of effective interventions, particularly in view of the consequences of climate change on hunger.

D. Stocktaking on the Millennium Development Goals

104. The Vice-President of the UNICEF Executive Board invited the Deputy Executive Director of UNICEF to introduce the background document on stocktaking on the Millennium Development Goals, on behalf of the four organizations. The Deputy Executive Director emphasized that, while significant progress had been made in many areas, there was still a long way to go to achieve certain targets. He highlighted several innovative strategies being used by countries to meet the Goals, which were based on successes and lessons shared from around the world.

105. The Permanent Secretary of the Ministry of Finance of Rwanda and the resident coordinator of Rwanda described the progress being made by Rwanda in meeting the Goals, pinpointing several major achievements, successful strategies and challenges. The Senior Adviser for Economic Policy at WFP emphasized the importance of achieving Millennium Development Goal 1 to eradicate hunger, presenting several cost-effective strategies and lessons learned.

106. Delegations commended Rwanda on its progress in pursuing the Goals and its special focus on areas requiring accelerated progress. Questions were raised on the nature and potential of international cooperation towards global achievement of the Goals. A number of delegations were concerned that progress was so slow on some Goals and targets that they might not be achieved. The panel acknowledged this as a serious issue, advising that the upcoming high-level meeting of the General Assembly would be vital in addressing roadblocks.

107. Delegations also expressed concern about the effects of climate change, rising food prices, and the global economic downturn on the achievement of the Goals, especially in certain countries and regions. In addition to addressing inequalities within and among countries, delegations called for strengthened social policies, improved efforts to eradicate hunger, and creation of employment opportunities for youth and women. Several delegations asked about strategies for the promotion of capacity development in recipient countries and inter-sectoral coordination. Specific suggestions were made on how the United Nations could play a role in middle-income countries, act as an agent of ideas, foster South-South cooperation and support evidence-based action by national authorities. Several delegations reaffirmed their support for United Nations system-wide coherence.

108. In response to a number of questions about how international aid could be made more effective for Rwanda and other developing countries, the Permanent Secretary of the Ministry of Finance said that her Government was enthusiastic about the "delivering as one" concept and needed technical advice from donors rather than goals. To increase aid effectiveness, she suggested that donors recognize the importance of national ownership of programmes and national development priorities.

109. The Deputy Executive Director reaffirmed the commitment of UNICEF to enhancing United Nations coherence in pursuit of the Millennium Development Goals and fulfilling the rights of children. He emphasized that UNICEF was working hard to improve performance and achieve sustainable results through ensuring national ownership of the Goals, scaling up successful interventions, building systems, focusing on the excluded, giving priority to gender disparities, protecting the most vulnerable during crises, empowering communities, monitoring

progress at a subnational level, adopting policies that can have a multiplier effect, publicizing best practices and lessons learned, and working more closely with partners. The WFP Special Adviser closed the discussion by underlining the effectiveness of interventions such as micronutrient supplementation and conditional cash transfers in achieving Goal 1.

110. The Vice-President of the UNICEF Executive Board closed the meeting by thanking Executive Board members and the panellists for an interactive discussion.

Part two
Annual session of 2010

Held at United Nations Headquarters from 1 to 4 June 2010

I. Organization of the session

A. Opening statements by the President and Executive Director

111. The President opened the session, welcoming Mr. Anthony Lake to the post of Executive Director, assumed on 1 May 2010. He noted that Mr. Lake had joined UNICEF at a time when the dedication and expertise of UNICEF were needed more than ever, especially in the context of global economic downturns, armed conflicts, natural disasters, food insecurity and climate change, in addition to widespread violations of the rights of children. In this regard, he said, it was particularly fitting that the session would feature a commemoration of the tenth anniversary of the adoption of the Optional Protocols to the Convention on the Rights of the Child.

112. The President underscored the importance of the contribution of UNICEF to achieving the Millennium Development Goals, which are closely linked to the mandate of UNICEF. He called upon delegations to be actively involved in the Special Event on Children's Issues and the Millennium Development Goals being organized during the High-level Plenary Meeting from 20 to 22 September 2010. After noting the key items on the agenda, the President highlighted the importance of partnerships to UNICEF, including collaboration with other United Nations organizations, the private sector and civil society. He reiterated that, although UNICEF had been doing an excellent job, the challenges were still enormous and daunting. He underscored the importance of the work of National Committees for UNICEF.

113. The Executive Director in his opening statement thanked the President and delegations for the welcome extended, saying that serving as the Executive Director was both a great honour and great responsibility. He praised the staff of UNICEF for their courage and commitment. Protecting the rights of children was the core mandate of UNICEF and he was committed to ensuring that UNICEF would do everything possible to fulfil the rights of every child. He emphasized that the twentieth anniversary of the adoption of the Convention on the Rights of the Child and the tenth anniversary of the adoption of the Optional Protocols to the Convention on the Rights of the Child were more than commemorative markers — they were a daily "call to action".

114. While noting significant progress made by UNICEF and its partners on behalf of children in the last several decades, the Executive Director said that it was imperative to take action to achieve the Millennium Development Goals with equity. The challenges ahead were severe. Data showed widening rifts between rich and poor countries and disparities within nations. These injustices were exacerbated by the global economic crisis, natural disasters and the worst effects of climate change — all of which affected those least able to bear them. Added to these difficulties was the fact that girls, indigenous people and children with disabilities face special discrimination. Children living in conflict-filled countries and chronic emergency situations had special needs that require attention. All these children are the "forgotten children", marginalized because of the economic and social inequities in their societies and left behind because they were born female, poor or in the wrong place.

115. It was crucial to go beyond statistical averaging and use disaggregated data in order to focus efforts on children and communities in greatest need. The bottom

quintile of society had to become the world's top priority. This will entail overcoming systemic, structural and cultural barriers to achieving sustainable change in the poorest of communities.

116. The commitment to accomplish this, he said, lay at the core of the Convention on the Rights of the Child and at the heart of the history, mission and mandate of UNICEF. Indeed, the medium-term strategic plan directed UNICEF to focus "resources, attention and assistance on the poorest, most vulnerable, excluded, discriminated and marginalized groups". Focusing on the forgotten children was a moral imperative with practical implications. It was the best way to achieve the key initiatives of UNICEF, which link to the Millennium Development Goals. The best way to build public support for meeting the Goals was to put a human face on the effort — the face of a child.

117. UNICEF will support this effort in at least five ways:

(a) Make better use of high-quality data generated by UNICEF, disaggregated to allow for the identification and targeted addressing of disparities;

(b) Assist governments in building their own capacities to overcome systemic deficiencies and to address underlying causes of inequities;

(c) Make sure that children in countries facing the worst difficulties — chronic emergencies and other fragile situations — are not further marginalized;

(d) Invest further effort in making UNICEF even more results-focused and improve the ability of country programmes to develop integrated cross-sectoral community interventions, for example, by investing more in education;

(e) Improve efficiencies and accountability across all functions, from performance management and talent development to strategic communications and decision-making.

118. This focus will involve close work with colleagues in National Committees and with a broad array of partners, including with United Nations partners in joint programming and "delivering as one". In all these efforts, UNICEF will act on the principle of comparative advantage.

119. The Executive Director concluded by saying that focusing on achieving sustainable progress for the forgotten children of the world is a work in progress. In order to ensure its success, UNICEF will rely on the support and wisdom of the Executive Board and partners in the years ahead.

B. Adoption of the agenda

120. The President noted that a draft decision prepared by the secretariat to respond to the request made by the Government of the United Republic of Tanzania to present a common country programme document to the Executive Boards of UNDP/UNFPA, UNICEF and WFP would be considered during the session. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2010/8) of the session.

121. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 40 observer delegations, 1 United Nations body, 1 intergovernmental organization, the Standing

Group of National Committees for UNICEF and 3 non-governmental organizations (NGOs).

II. Deliberations of the Executive Board

A. Annual report of the Executive Director: progress and achievements in 2009 and report on the in-depth review of the medium-term strategic plan, 2006-2013 (agenda item 3)

122. The Deputy Executive Director, Mr. Saad Houry, introduced the report (E/ICEF/2010/9 and Corr.1) and the updated annexes to the medium-term strategic plan (MTSP) (E/ICEF/2010/10). He emphasized that in order to achieve equitable and sustainable progress, UNICEF and its partners had to focus on the bottom quintile of society and the forgotten children. The Director, Policy and Practice then presented highlights of the annual report for 2009 and the report on the in-depth review, which showed progress and challenges in meeting the Millennium Development Goals.

123. In their interventions under this agenda item, a number of delegations took the opportunity to welcome Mr. Anthony Lake as the new Executive Director of UNICEF, praising him for his expertise and dedication to the cause of children.

124. Echoing the words of the Executive Director, several delegations urged UNICEF to focus on the bottom quintile and forgotten children in order to achieve the Millennium Development Goals by 2015 with equity in a sustainable manner. This, they said, was a moral and pragmatic imperative. They reiterated a central message in the annual report — that the rights of children are at the heart of the Goals. Speakers emphasized the interconnected nature of the Goals and the cross-cutting approaches necessary to achieve them. One delegation suggested that environmental sustainability should have been included as a cross-cutting area.

125. Delegations praised UNICEF for better reporting on results in the annual report and data companion while suggesting further improvements. These included the following: a clearer indication of progress made against the plan and of the value added by UNICEF to the results achieved, a more discrete separation of the annual report and in-depth review of the MTSP, a closer link between the annual report and its data companion, a better reflection of the work of UNICEF with partners in the field, and the inclusion of a succinct statement of the future priority issues of the organization. Delegations welcomed the emphasis on the human rights-based approach and the inclusion of lessons learned and future directions under each focus area. UNICEF was encouraged to align country programmes more closely with national priorities and to improve monitoring and evaluation. A few delegations inquired why UNICEF had not completed all its planned evaluations.

126. It was recommended that UNICEF devote more attention to several priorities. These included nutrition and hunger, maternal and newborn health, education, child protection, HIV and children, gender equality, evaluations, national capacity development, South-South cooperation, and United Nations system-wide coherence. It was important, delegations said, to back the campaign launched by the Secretary-General for universal ratification of the Optional Protocols to the Convention on the Rights of the Child by 2012. Regarding resources, it was necessary to increase

support to the least developed countries. Moreover, donors should be encouraged to honour their commitments to allocate 0.7 per cent of their annual gross domestic product to development programmes in developing countries.

127. Support was expressed for the efforts of UNICEF to strengthen basic social services in countries with the highest burden of child and maternal death and disease, reaching out to the excluded, the poorest and the most vulnerable. A number of speakers underscored the fact that much more progress needs to be made to reach the Goals related to health, especially maternal and child health, nutrition and hunger. It was recommended that UNICEF take a more comprehensive, less disease-specific, approach to improve the delivery of health services through measures to strengthen health systems and maternal and child health. UNICEF should support the provision of policy frameworks and guidelines on expanding community-based treatment of cholera, malaria, diarrhoea and pneumonia, with an emphasis on sustainability.

128. It was also recommended that UNICEF work with H4 (Health 4) agencies to implement the H4 workplan and provide the leadership required to achieve Millennium Development Goal 5 by 2015. Additional information was requested on the role of UNICEF in this partnership, and the Executive Director was requested to set out his vision for the engagement of UNICEF on this issue.

129. One speaker welcomed the leading role of UNICEF in the Sanitation and Water for All initiative in "off-track" and fragile States. Two delegations requested that UNICEF support the Joint Action Plan to Improve the Health of Women and Children presented as a draft in 2010 at the World Health Assembly in Geneva. Additional information was requested on innovative financing for health systems and the H8 (Health 8) Forum.

130. Delegations took stock of the remarkable progress made in education, praising UNICEF for its strong gender and human rights approach. Further efforts were needed, in particular, to improve the quality of education and overcome persistent inequalities associated with gender, language, ethnicity and disability. Delegations recommended that UNICEF give more emphasis to early childhood development and early learning, the mainstreaming of child-friendly schools, paying attention to the needs of children with disabilities, and school feeding programmes.

131. Delegations noted significant progress made in child protection while calling upon UNICEF to strengthen this area, welcoming a systems, rather than a project, approach. Delegations called for increased support, in particular, for prevention of child labour, harmful practices, sexual exploitation and child trafficking, including during humanitarian emergencies. It was essential, they said, to ensure that child protection was provided with adequate resources, leadership, knowledge, data and research. These would serve to diminish the hurdles of low capacity, scarce resources and limited harmonization and coordination among donors. The NGO Committee on UNICEF Working Group on Children said that the Guidelines for the Alternative Care of Children without Parental Care, welcomed by the General Assembly in 2009, should be used as a complementary framework to the goals of the MTSP.

132. In the area of HIV/AIDS and children, important advances were noted, as well as several challenges: the increase in infections among children under 15, the need for more coverage of antiretroviral treatment and associated funding, the fact that

too many young people have little or no knowledge about prevention, and the effect of the global economic crisis on the access of newly diagnosed individuals to treatment. UNICEF was also commended for the scale-up of activities in sexual and reproductive health and rights for adolescents, in collaboration with United Nations agencies, NGOs and other partners. One delegation cautioned that HIV/AIDS education for children and adolescents should be age-appropriate.

133. One delegation requested UNICEF to work closely with the Global Fund to Fight AIDS, Tuberculosis and Malaria, both at the upstream policy and country levels, and to maintain a high level of accountability when acting as principal recipient. UNICEF was also requested to allocate more resources to the focus area of HIV/AIDS and children.

134. Another priority keenly emphasized was UNICEF action in humanitarian response, including education in emergencies. Praise was given to UNICEF for its humanitarian response in Haiti and other crisis situations. UNICEF was encouraged to more effectively communicate achievements in humanitarian action as contributions to the achievement of Millennium Development Goals and to better promote its comparative advantage in its double role as a humanitarian and development actor. One delegation promised support for the efforts of UNICEF in combating sexual violence in armed conflict and in implementing Security Council resolution 1882 (2009). Delegations welcomed UNICEF efforts to coherently address the continuum from disaster preparedness to humanitarian response to early recovery, and requested that disaster risk reduction be integrated into all areas of programming. UNICEF was asked to share best practices and lessons learned regarding support given to fragile States and conflict-affected countries for achieving the Millennium Development Goals. Strong support was expressed for uninterrupted education of children in emergencies and post-conflict zones, with education to include the building of respect, tolerance and trust among children.

135. It was recognized that the implementation of the cluster lead system had brought about a distinct improvement in the international response to humanitarian crises. UNICEF was requested to remain actively engaged in improving the coordination and effectiveness of humanitarian aid, including through building its capacity as a cluster lead. The organization was praised for its leadership role in three clusters — nutrition, water and sanitation, and education — and its role as focal point for child protection and preventing gender-based violence. It was recommended that UNICEF focus on educating all sides in a conflict and all actors, on the rights of children and women.

136. A request was made for progress to continue on common needs assessment with other actors. One delegation commended UNICEF for progress made on mainstreaming global cluster coordinator posts into regular resourcing. The delegation also expressed concern that in some cases UNICEF staff members seemed unclear of their roles and responsibilities and recommended that the Executive Director take a leadership role in reminding staff members of their responsibilities as cluster leads.

137. Several delegations praised UNICEF for considerable efforts made to mainstream gender equality in its work. Delegations called upon the organization to actively pursue the mainstreaming of gender issues at the headquarters, regional and country levels, to ensure appropriate funding, and to better integrate gender issues in the annual report. One speaker, noting the increased percentage of country offices

performing gender assessments, underscored that all country programmes must address gender issues. UNICEF was encouraged to swiftly implement the gender Strategic Priority Action Plan, especially at the country level and to continue supporting the collection of gender-disaggregated data.

138. Delegations praised UNICEF for its support for system-wide coherence and "delivering as one". One speaker, however, said that UNICEF sometimes gave the impression of being less committed to system-wide coherence than was expected and recommended further implementation of General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system. It would be important to further harmonize methodology, in particular for the resource management system or enterprise resource planning. UNICEF was encouraged to implement the International Public Sector Accounting Standards on time and within budget and to fully implement the "firewall" agreement, regularly informing the Executive Board on progress and constraints in this endeavour.

139. One speaker expressed support for the request of the United Republic of Tanzania to present a common country programme document, and another called for the support of the implementation by Ethiopia of "delivering as one" as a "self-starter" country.

140. The same delegation said that the formula for the allocation of UNICEF regular (core) resources needed to provide more flexibility to UNICEF to invest in strategic priorities, in particular to increase staff capacity for coordination mechanisms and clusters. Several other delegations appealed to donors to increase the proportion of regular resources given to UNICEF.

141. Another delegation said that it was essential for UNICEF to establish a research function, appointing a new director for the function and assuring its independence. UNICEF was recognized for its knowledge base on emerging issues and the work of the Innocenti Research Centre.

142. A number of speakers expressed strong support for intensifying UNICEF efforts in national capacity development, especially in policy development, data collection and monitoring and evaluation. In middle-income countries, these efforts should also focus on leveraging the financial capacity and technical skills of national partners.

143. On a more general note, one delegation urged UNICEF to "revitalize" the Executive Board and engage more intently with Board members on strategic issues, particularly during preparations for the new strategic plan, which starts in 2014.

144. The secretariat responded that comments of delegations would be helpful in improving future results-based reporting. Information and comments were given on a number of issues raised. These included: the number of evaluations completed by UNICEF, how programme priorities were developed with countries, the added value of UNICEF to achieving results in malaria prevention and other areas of work, and how UNICEF works with the Global Fund to Fight AIDS, Tuberculosis and Malaria. The secretariat emphasized the support of UNICEF for communities coping with the effects of climate change, UNICEF work in promoting school attendance and education equality and equity, UNICEF support for children with disabilities, and plans to increase financial and human resources for child protection and the strengthening of data collection in that area. In the area of HIV/AIDS, the

secretariat emphasized the vulnerability of girls and women and UNICEF efforts to better integrate the prevention of mother-to-child transmission (PMTCT) of HIV into health and other services and to link it with efforts to achieve Millennium Development Goal 5. UNICEF was working with partners towards eliminating the transmission of HIV from mother to child by 2015 or sooner. The secretariat noted with appreciation the strong support of delegations for the work of UNICEF in humanitarian situations, reiterated the unwavering commitment of UNICEF to gender equality, and underscored the need to focus on Millennium Development Goals 4, 5 and 1 (c). It was emphasized that UNICEF would aim to ensure that no children were forgotten in achievement of the Goals.

145. The Executive Board adopted decision 2010/6 (see the compendium of decisions E/ICEF/2010/14).

B. Report on progress in the implementation of the management response to the gender policy evaluation (agenda item 4)

146. The Executive Board had before it documents E/ICEF/2010/11 and E/ICEF/2010/12. The agenda item was introduced by the Deputy Executive Director, Mr. Saad Houry, and presented by the Principal Advisor, Gender.

147. Delegations expressed appreciation for the management response to the gender policy evaluation and thanked the Executive Director for demonstrating strong support for gender equality. Many welcomed the gender equality policy, entitled "Working for an equal future: UNICEF policy on gender equality and the empowerment of girls and women". The policy was viewed as an important step, given the centrality of gender equality for achievement of the Millennium Development Goals. Several delegations said they looked forward to seeing the Strategic Priority Action Plan to implement the policy. One delegation stated that the new policy should be regularly reviewed, so that it could feed into the new medium-term strategic plan.

148. Some delegations, noting that placing gender equality at the core of UNICEF work required sustained commitment, capacity development and resources, said that they would have liked to have had more time to review the new policy ahead of the Executive Board session. Some encouraged UNICEF to be clearer in its definition of gender mainstreaming as an implementation strategy, requesting further information on the use of the gender marker in monitoring. Others indicated that they wished to see more information on results in the field, showing the impact on children's lives, and obstacles towards achieving results. Several delegations requested to be kept informed on challenges and best practices.

149. Many delegations stressed that establishing solid accountability mechanisms was crucial to the successful implementation of the gender policy, while some urged UNICEF to ensure that sufficient resources, including staff capacity in the regional offices, were made available for building capacity in monitoring and evaluation. It was crucial to track expenditure, including through use of a gender marker, and to continue to invest in technical capacity and accountability mechanisms, which would ensure momentum and sustainability.

150. Delegations further welcomed the cooperation of UNICEF with other United Nations agencies, stating that inter-agency initiatives would increase coherence and

effectiveness within the United Nations system. Several delegations noted that the recent establishment of a new gender entity would assist UNICEF in its efforts to build capacity and expertise for gender mainstreaming, as it was important to draw from as wide as possible a pool of expertise in formulating responses to gender issues. One delegation said that achieving gender equality in programme countries should be incremental, based on the realities of the country and its cultural traditions, while another delegation said that UNICEF could play a key role in ensuring the success of the new gender entity.

151. Several delegations noted that gender equality and empowerment of women was not only important in its own right but also central to the UNICEF mandate and key to achieving results in operational activities. Others urged UNICEF to accelerate its efforts in reporting on gender equality results, including the collection of sex-disaggregated data, particularly at the country level. Some delegations took note of the focus on boys and men in advancing gender equality and stated they would like to see a stronger focus on this dimension in programming, monitoring and evaluation, particularly in efforts to combat gender-based violence. One delegation encouraged UNICEF to pay particular attention to adolescent girls and their rights, including sexual and reproductive rights.

152. In response, the Director, Policy and Practice, noted the centrality of the new gender policy to the UNICEF country programmes of cooperation, which in turn support gender equality results. He stated that one of the primary means of strengthening UNICEF work at the country level was through a strong focus on gender reviews and evaluations. He stressed that the central test whether UNICEF was becoming an organization of excellence in promoting gender equality and the rights of women and girls would be whether it helped to advance gender equality results through country programmes of cooperation.

153. In response to specific questions, he noted that considerable work remained in rolling out the gender policy and that UNICEF sometimes faced challenges in identifying and resourcing the appropriate gender expertise. He reported that the organization was piloting the gender marker in 2010 and hoped to implement it throughout UNICEF in 2011. The implementation of the gender policy, he confirmed, would be based on respect for country realities.

154. In future reports and evaluations, he explained, there would be a strong focus on the organization's work in gender equality. He noted that the Gender Equality Task Force was now primarily pursuing the implementation of the Strategic Priority Action Plan. He stressed that after strengthening internal mechanisms of policy and practice for gender equality, UNICEF now expects to see stronger results in the field.

155. The Principal Advisor noted that the operational guidance notes being developed had a strong focus on engaging boys and men in advancing gender equality, and were part of UNICEF efforts to improve the quality of programming, as were joint pilot initiatives to use disaggregated data in the design and implementation of humanitarian emergency responses.

156. The Executive Director said he welcomed the very strong push by the Executive Board on gender equality and reiterated that it was integral to the organization's achievement of results in its programmes. UNICEF had made

progress in achieving a gender balance in its staffing but it was important to ensure that this was reflected in the upper levels of the organization.

157. The Executive Board adopted decision 2010/7 (see compendium of decisions E/ICEF/2010/14).

C. Proposals for UNICEF programme cooperation (agenda item 5)

(a) Draft area and country programme documents

158. The Vice-President announced that, in accordance with Executive Board decision 2008/17, the Executive Board was informed of the reasons for deferment of the presentation of six draft country programme documents from the annual session to the second regular session, as listed in documents E/ICEF/2010/CRP.10 and E/ICEF/2010/CRP.10/Corr.1. The summary matrix for each document had been posted on the UNICEF website. Also available on the website were the consolidated results and performance data for the previous programme cycles.

East Asia and the Pacific

159. The Regional Director provided an overview of the five draft country programme documents before the Executive Board: Cambodia, China, the Democratic People's Republic of Korea, Malaysia and Myanmar (E/ICEF/2010/P/L.7 through E/ICEF/2010/P/L.11).

160. The representative of Cambodia stated that his Government fully supported the country programme, as it would contribute significantly to national development plan goals in health, nutrition and education, which are critical to achieving the Cambodia Millennium Development Goals.

161. The representative of China stated that his Government appreciated the work of UNICEF and was ready to fully cooperate in joint efforts for Chinese children. The new country programme would maintain an emphasis on health, education and gender equality but also extend cooperation on policy reforms and protection of vulnerable groups as well as climate change, in line with the Government's development priorities for children. It would also continue to deepen cooperation on the early achievement of the Millennium Development Goals in China.

162. The representative of the Democratic People's Republic of Korea noted that the new country programme built on the lessons learned during the previous programme period, reflecting national priorities established in many consultations between UNICEF and national authorities. Progress had been made in child health, education and access to safe water and sanitation, as well as improved nutrition and immunization, contributing substantially to the achievement of the Millennium Development Goals. The new country programme aimed to continue leveraging international support in nutrition, health care, water and sanitation and education for the benefit of the country's children.

163. The representative of Malaysia noted that while his country had achieved economic growth and progress in realizing children's rights, challenges remained in improving data, capacity and resources for children and quality social services for all. UNICEF technical expertise was needed to overcome those challenges, he said. With the removal of obstacles in private sector fundraising, UNICEF efforts had

shown encouraging results for the comprehensive strategy in corporate engagement beyond fundraising. The Government's policy of inclusiveness had renewed interest in the Convention on the Rights of the Child, leading to efforts to remove reservations to the Convention. He stated that his Government envisioned using savings from reductions in discretionary spending to expand social safety nets for the vulnerable.

164. The representative of Myanmar expressed appreciation for the close cooperation of UNICEF with government agencies, contributing to national efforts to achieve the Millennium Development Goals, particularly for children and women. Immunization efforts had made great strides with the valuable support of UNICEF. He also expressed his Government's appreciation for UNICEF humanitarian relief and recovery efforts after Cyclone Nargis struck in 2008, noting that UNICEF continued to work closely with relevant agencies in supporting long-term reconstruction. The new country programme, he said, was developed in close consultation with government partners, in line with the Myanmar national development plan, and aimed to contribute in the priority areas of child and maternal health, basic education, child protection, and water and sanitation.

165. Several delegations who contribute to the UNICEF education programme in Myanmar through the multi-donor education fund noted that they were actively considering the priorities, objectives and modalities of future funding to the education sector, and stated their interest in seeing that lessons learned during the previous programme had been taken into account in planning the new programme. They encouraged UNICEF to explore better mechanisms for collaboration and coordination with United Nations and other partners in education.

166. Two delegations commented on the country programme for Cambodia, expressing their concern over the alleged mistreatment of children in detention and rehabilitation centres in the country. One delegation, which partners with UNICEF in Cambodia, encouraged UNICEF to strengthen its engagement with partners in the field. Noting that work in child protection was key to fulfilling the rights of the child, the delegation welcomed UNICEF work with children with disabilities in Cambodia. The country programme could better integrate gender equality and a rights-based approach.

167. Four delegations commented on the proposed country programme for the Democratic People's Republic of Korea, with three delegations noting that in order to ensure that the humanitarian assistance to vulnerable groups in the country be efficient and effective, it was critical to thoroughly and rigorously monitor implementation of the programme. Another delegation noted that the comparative advantage of UNICEF contributed to the focus of the country programme on child welfare and the protection of children with special needs.

168. Three delegations commented on the country programme for China, noting the country's successes in achieving the Millennium Development Goals, particularly linked to children's health. One recognized the significant achievements in early education for girls and boys but urged continued attention on balancing the quality of education between urban and rural areas. He said his Government supported the efforts of China to provide better protection for children and to expand access to health care and social infrastructure facilities for children, as well as nutrition and safe drinking water. Another delegation stressed that it was important that the country programme focus on supporting vulnerable groups and strengthening social

protection. One delegation applauded UNICEF collaboration with the Chinese Government in vaccination efforts against Hepatitis B and on HIV/AIDS. He noted the scale-up of UNICEF prevention programmes, calling it a positive example of leveraging pilots to scale.

169. The Regional Director thanked the delegations for their great interest in and endorsement of the five country programmes. She stated that she had taken careful note of all comments, including those on strengthening education, monitoring and evaluation, as well as juvenile detention and rehabilitation. She stressed the importance of programme monitoring in the Democratic People's Republic of Korea, citing an extensive monitoring and evaluation plan for the malaria and tuberculosis programme as an example.

170. In response to the comments on monitoring, the representative of the Democratic People's Republic of Korea reassured the members of the Executive Board that his Government would provide full cooperation, including in field monitoring, so that programme activities could be implemented satisfactorily.

171. In conclusion, the Regional Director noted that despite progress being made in the region, child protection continues to grow as a priority. The Executive Director added that he agreed that UNICEF needed to work closely together with partners on child protection in the future.

Eastern and Southern Africa

172. The Regional Director presented an overview of the draft country programme document for Swaziland, as contained in document E/ICEF/2010/P/L.12. No delegation took the floor.

Middle East and North Africa

173. The Regional Director provided an overview of the draft CPD for Iraq (E/ICEF/2010/P/L.13) and the draft area programme document for Palestinian children and women in Jordan, Lebanon, the Occupied Palestinian Territory and the Syrian Arab Republic (E/ICEF/2010/P/L.14).

174. The representative of Iraq expressed appreciation to UNICEF for its role on the ground. The representative noted that the Iraqi authorities had sent comments on the document to UNICEF, requesting that they be considered. The representative summarized the comments, noting concerns of the Government regarding references in the document to the political situation, the term "insecurity", the mental health of women and children and to the indication that achievement of Millennium Development Goals, the Education for All goals and the goals of *A World Fit for Children* were at risk. The representative also cited concerns regarding the data and said that the document did not reflect the changes made in Iraq.

175. The representative of Palestine said that the situation in the Occupied Palestinian Territory had deteriorated to a critical phase and required urgent attention by the international community. The UNICEF focus on supporting the Palestinian Authority, in partnership with the United Nations country team, was welcomed, as was the programme strategy designed to respond to the humanitarian needs and maximize opportunities for development. The representative asked for clarification and rewording of some of the terms used in the draft area programme

document. Detailed observations would be shared with UNICEF for the revised document.

176. The representative of Jordan underlined the deterioration of living conditions in the region, which had negatively impacted the situation of children and women who are refugees from Palestine. Increased assistance should be given to UNICEF and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). International, regional and national entities needed to work together to assist Palestinian children through a broad range of measures, including a project to combat child labour with the Ministry of Labour in Jordan. Jordan had drafted a national plan for children, which will serve as a framework for action for children.

177. The representative of Lebanon said that the deteriorating situation in Gaza highlighted the suffering that the blockade had inflicted on civilians, especially children. The Government had taken several measures to improve the situation of Palestinians living in Lebanon and had been working with UNRWA and the Palestinian representative in Lebanon and the donor community to help to reconstruct the Nahr-al-Bared refugee camp following the 2007 crisis. More resources were needed. Lebanon was committed to achieving the Millennium Development Goals, with the support of UNICEF, and to providing for the well-being of Palestinian children.

178. The representative of the Syrian Arab Republic said that it was hoped that UNICEF programme support to children in the region would help to achieve the internationally agreed objectives in support of the Palestinian people who live under occupation and benefit Palestinians in other countries. The delegation had submitted detailed written comments to UNICEF on the draft area programme document. It was noted that the language employed in the document did not adequately reflect the situation on the ground.

179. One delegation called for close coordination among UNICEF and other members of the United Nations country team and said that attention needed to be focused on children in Gaza and the West Bank, including East Jerusalem. The delegation inquired about the obstacles being encountered by the United Nations country team in the Occupied Palestinian Territory.

180. Other delegations called for support for Palestinian children and women in the area covered by the programme and for enhanced coordination of the United Nations agencies, emphasizing the assistance needed to prioritize the ignored and forgotten children. One speaker commended UNICEF for the focus on child protection and adolescents, emergency preparedness, and capacity-building and requested that the organization play a more active advocacy role in addressing the issue of humanitarian access. The speaker suggested several ways to improve the education component of the programme.

181. The Executive Director thanked the delegations for their comments. He said that UNICEF associated itself with the statement by the Secretary-General and by Sir John Holmes on the current situation. The population suffering hardships in Gaza deserved support from the international community.

182. The Regional Director expressed appreciation for the comments shared. She took note of the concerns on use of appropriate language regarding the political and security situation and on the data in the draft CPD for Iraq. Regarding the draft area programme document for Palestinian children and women, she said that the

document had been developed through a consultative process. There were opportunities to amend and refine the language; UNICEF would make sure that the revised document had the full support of delegations. Noting the comments on the data gaps in the document, she said that the data had been gathered through a credible source but that more could be done to focus on specific areas, including East Jerusalem. Responding to a comment on the programme addressing violence in schools, she clarified that the violence and conditions in the schools were not solely due to conflict and that the programme follows a regional approach. She described some of the obstacles faced by the United Nations country team and noted that UNICEF worked very closely with United Nations and other partners. Referring to the comment on the education programme, she noted that all staff members are trained in cluster coordination and education and that a primary focus should be on capacity-building and not direct implementation.

Central and Eastern Europe and the Commonwealth of Independent States

183. The Regional Director provided an overview of the five draft CPDs before the Executive Board: Azerbaijan, Belarus, Georgia, Serbia and Turkey (E/ICEF/2010/P/L.2 through E/ICEF/2010/P/L.6, including E/ICEF/2010/P/L.5/Add.1).

184. The representative of Belarus commented that the draft CPD was closely linked to the United Nations Development Assistance Framework (UNDAF) for 2011-2015. Particular emphasis had been given to the following areas: preventing the breakdown of families and preventing violence against children, assisting the psychosocial development of children with special needs, ensuring gender equality and addressing HIV/AIDS. Also important, he noted, was the attention paid to ensuring the well-being of children living in areas that suffered from the Chernobyl nuclear power plant accident. In the country programme, UNICEF will support national efforts to achieve tangible results for children and carry out monitoring and evaluation activities. The representative highlighted the relatively low level of "other resources" (non-core) financing indicated for the programme and recommended that the CPD should consider in detail how UNICEF and the donor community can address the needs and challenges of middle-income countries.

185. The representative of Azerbaijan said that because of unprecedented economic growth in his country, funding had been given to policy measures aimed at poverty reduction and achievement of other Millennium Development Goals. The State programme on socio-economic development for 2008-2013 aims to ensure that economic benefits reach beyond the capital to the rest of the country. Spending increased for health and education. The Government has taken measures to reduce infant and child mortality, combat HIV/AIDS, support deinstitutionalization and alternative care, and reform education. The country faced several challenges, among which is the large number of internally displaced persons and refugees resulting from conflict with Armenia. The representative requested that politically sensitive references used in the text conform to United Nations language.

186. The representative of Armenia expressed appreciation for the activities carried out by UNICEF in his country, especially towards achieving results on Millennium Development Goals 2, 4, 5 and 6. He further stated that his country attached great importance to the partnership of UNICEF with other agencies, programmes and organizations. He also underlined that the draft country programme is based on the lessons learned in the previous cycles and should be in conformity with regional

developments as well as activities and processes conducted by other regional and intergovernmental organizations. At the same time, he conveyed the disappointment of his delegation with regard to the statement made by the representative of Azerbaijan and expressed the wish that the interventions remain focused on the subject matter of the meeting.

187. The representative of Serbia said that the programme of cooperation will aim to promote the well-being of children as well as partnerships advancing the rights of children — in particular, vulnerable groups of children, including those who are Roma, refugee and internally displaced, without parental care, disabled, and from rural areas. Challenges included the fiscal tightening that resulted from the global economic and financial crisis and the large number of refugees and internally displaced persons who have been in protracted displacement for more than a decade. Further efforts were needed to create sustainable and durable solutions for these populations, including safe return. The delegation would have liked to see a more detailed evaluation of the situation in Kosovo and an indication of future activities there. It was recommended that in planning its activities, UNICEF take into account recent recommendations and conclusions of the United Nations bodies regarding the situation of human rights in the province, particularly those of children from minority communities. It was important to maintain the open and transparent cooperation of UNICEF field presences in Serbia with all relevant ministries, as well as provincial and local authorities, including international presences in the province of Kosovo and Metohija. It was also essential to promote greater coherence and coordination of the various United Nations agencies within the country team, including other international presences in Serbia. The representative said that it was expected that the revised CPD for Serbia would follow the format of the CPD for 2005-2009.

188. The representative of Georgia stated that the Government of Georgia highly values the work done by UNICEF in the country, including activities in Abkhazia, Georgia. The representative commented that the draft CPD accurately reflected the main challenges and achievements and sphere of cooperation in areas of juvenile justice and education, including preschool. The representative said that the results-based approach should be used to determine how to address persistent challenges, noting that the 2008 armed conflict in Georgia had severe consequences for the population, including internal displacement. More explicit description would be welcomed on how UNICEF will further support social inclusion of internally displaced children. It would be appreciated if UNICEF engaged in more proactive participation, including both practical and financial support, to improve the water, sanitation and hygiene infrastructure and the ensuring of access to safe drinking water and adequate sanitation and hygiene, especially in new settlements for the internally displaced. In this regard, the Ministry of Refugees is ready to actively cooperate to achieve mutual goals.

189. The representative of Turkey cited progress made towards achievement of the Millennium Development Goals and the national Ninth Development Plan and fulfilment of the rights of children and women. Nevertheless, geographical, economic and cultural disparities need to be addressed. The Government has embarked upon important initiatives, especially in primary education and reform of the child protection system. The draft CPD for 2011-2015 supports the aims of the Government in emphasizing disparity reduction, social inclusion and protection of children and youth.

190. One delegation emphasized the importance of the UNICEF presence in middle-income countries and commended the strategies of UNICEF in this regard. Referring to the draft CPD for Georgia, the delegation, while expressing overall concern for the situation of children in that country, said that the document did not cover South Ossetia and Abkhazia, and called upon UNICEF to utilize a pragmatic approach in search of appropriate and feasible formats to cooperate with authorities there. A concern was expressed about the use of some terms in the document.

191. The representative of Georgia expressed his delegation's disagreement with the statement above (paragraph 190). The two delegations exchanged their views concerning the matter.

192. Another delegation, commenting on the draft CPD for Serbia, commended the emphasis on systems strengthening, multisectoral approaches and social accountability and encouraged UNICEF to share with its partners information on progress made and challenges faced in these areas.

193. Several delegations said that the programme in Belarus served as a good example of how UNICEF can work in middle-income countries and called for additional other resources to be raised for the country.

194. The Regional Director thanked the delegations for their comments and very positive assessments of the draft country programme documents. Noting concerns expressed regarding the use of certain terms, he said that UNICEF would be guided by the most relevant General Assembly and other United Nations documents. Some issues would need to be addressed in the revision process. Responding to the question about the other resources ceiling in the draft CPD for Belarus, he explained that the ceiling was indicative and could be increased at any time during the duration of the country programme. Regarding the draft CPD for Azerbaijan, the Regional Director said that it was encouraging to see the commitment of the Government to continuing its investment in health and education and to improving the situation of the many internally displaced people in the country. He welcomed the comments regarding the emphasis on marginalized groups in Serbia, be they refugees, internally displaced persons, or disabled children. He said that UNICEF would carefully review the comments of Serbia regarding the format of the draft CPD and would address them in the revision of the document, taking account of the views of the Executive Board as a whole. He also welcomed the comments on progress made in Georgia, and said that issues regarding social inclusion of the internally displaced, as well as the provision of safe water and sanitation, would be addressed in greater detail in the country programme action plan. He expressed appreciation for the comments on the draft CPD for Turkey regarding disparities and noted the importance of youth as a key theme for UNICEF cooperation.

195. The Executive Board adopted decision 2010/8 on the draft country programme documents and decision 2010/9 on the request by the Government of the United Republic of Tanzania to present a draft common country programme document to the Executive Boards of UNDP/UNFPA, UNICEF and WFP (see the compendium of decisions E/ICEF/2010/14).

(b) Extensions of ongoing country programmes

196. In accordance with decision 2009/11 the Executive Board was informed of the extensions of 13 ongoing country programmes that were approved by the Executive

Director. Those countries are: Albania, Bangladesh, Cape Verde, Chad, Ghana, Guyana, Kyrgyzstan, Mauritania, Oman, Peru, the Russian Federation, South Africa, Ukraine and Viet Nam. Further, the Executive Board was requested to approve extensions of six ongoing country programmes: the second consecutive one-year extensions of the country programmes for Chile and the Islamic Republic of Iran, and the two-year extensions of the country programmes for Namibia, Nepal, Pakistan and Sierra Leone.

197. The representative of Chile said that the joint working strategy developed by the United Nations system with the Government of Chile had gained even greater relevance following the earthquake and tsunami that struck Chile in February 2010. The extension of the country programme would ensure the continuity of ongoing programmes and help to implement the new national priorities for children following the disaster.

198. The representative of Pakistan endorsed the two-year extension of the country programme for Pakistan. His Government expressed appreciation for UNICEF support for child protection legislation and the establishment of a juvenile justice system and would welcome UNICEF input in setting up a viable system of data collection and monitoring of child-oriented initiatives as well as further strengthening in several areas: children with disabilities, education for girls and marginalized children, and vocational skills. The Executive Board adopted decision 2010/10 (see the compendium of decisions E/ICEF/2010/14).

Oral report on the work of UNICEF in humanitarian situations

199. The Deputy Executive Director, Ms. Hilde Frafjord Johnson, presented the report, giving an overview of the scope of UNICEF humanitarian work, the changing environment, challenges faced by UNICEF in response, and ways of working with partners. The report included an update on UNICEF work in Haiti. The Deputy Executive Director described two major trends: an increase in natural disasters and protracted intra-State conflicts. Alongside these were major changes in the operating environment related to increased insecurity and complexity and the effects of climate change as a risk multiplier. These changes affected food insecurity and eroded the coping mechanisms of vulnerable communities. They require effective disaster risk reduction.

200. She noted that in response to the enormous humanitarian and protection challenges, it was crucial for UNICEF to strengthen approaches and partnerships, improve leadership and ensure sufficient capacity and predictability of funding. Noting that last year UNICEF responded to more than 230 emergencies in 90 countries, she stated that the Core Commitments for Children had been revised to include risk reduction and UNICEF humanitarian cluster responsibilities within the United Nations system framework. She reported that UNICEF faced significant funding gaps for emergency response and appealed to donors to continue to provide sustainable support through regular resources and thematic funding.

201. On Haiti, she noted that major challenges were providing water and sanitation to the displaced populations and child protection, while acute malnutrition and large outbreaks of diseases had been successfully contained. She acknowledged that recruitment of humanitarian staff remained a challenge.

202. The representative of Haiti thanked the international community for the support shown to her country. She noted that, with the rainy season, the situation remained difficult but the planning for national elections was going ahead.

203. Many delegations expressed their appreciation of the leadership role of UNICEF within the humanitarian cluster approach and also in improving the United Nations security risk management framework. Several encouraged UNICEF to make further progress on the common needs assessment in collaboration with United Nations agencies, particularly as it would provide guidance to donor response in emergency funding appeals. One delegation pointed to the tension between humanitarian response and development work for UNICEF while another supported the organization's approach as a continuum from preparedness to response and recovery to capacity-building.

204. Several delegations expressed concern regarding the lack of adequate funding for the humanitarian response, and urged UNICEF to give donors a better sense of its priorities in emergencies so that funding shortfalls and gaps could be addressed.

205. Many delegations commended UNICEF on its work in Haiti, noting the lessons learned in implementing the cluster approach there. One delegation was interested in learning more about the transition from emergency response to development work in the country. Another delegation encouraged UNICEF to continue to mobilize francophone staff to serve in Haiti.

206. Responding to specific questions, the Deputy Executive Director explained that country programmes generally included emergency preparedness plans, so that only in certain larger-scale emergencies would extra funding be required through the UNICEF Emergency Programme Fund or through appeals to donors. In the large majority of cases, she said, UNICEF was managing the emergency response with its own resources. She stressed the importance of the continuum from preparedness to capacity development, noting, however, that oftentimes the complexity of the situation required parallel operations. Finally, stating that UNICEF was fully committed to the common needs assessment approach, she noted that the mainstreaming of UNICEF cluster responsibilities was now embedded in the Core Commitments for Children in Humanitarian Action.

207. The Executive Director affirmed UNICEF commitment to strengthening partnerships to make the cluster system work and noted that there were management challenges in resourcing and staffing emergencies.

Special focus session on the role and work of National Committees for UNICEF

208. The Deputy Executive Director, Ms. Hilde Frafjord Johnson, gave a general introduction and historical overview of the role of National Committees for UNICEF. Presentations were given by Ms. Véronique Lönnerblad, Chair of the Standing Group of National Committees for UNICEF, who offered a global summary on the work of the National Committees worldwide. Mr. Ken Hayami, Executive Director of the Japan Committee for UNICEF, Mr. Stéfan Stéfansson, Executive Director of the Icelandic Committee for UNICEF, Ms. Elsbeth Müller, Executive Director of the Swiss Committee for UNICEF, and Ms. Paloma Escudero, Executive Director of the Spanish Committee for UNICEF, described the experiences of their organizations and their relationship with the public in their countries.

209. Delegations welcomed the opportunity to have a dialogue with representatives of National Committees. They expressed appreciation for the creative approaches and diversity of the fundraising and advocacy activities of the Committees in industrialized countries. The crucial role of the Committees in supporting the appeal for increased core funding to UNICEF was also underlined.

210. In her closing remarks, the Deputy Executive Director reiterated the importance of the work of National Committees. She thanked the Chair of the Standing Group of National Committees for UNICEF and the National Committees for their support in accomplishing the mission and goals of the organization. The Executive Director added his words of appreciation for the work of the National Committees and for the quality of their dialogue with the organization.

Commemoration of the tenth anniversary of the adoption of the Optional Protocols to the Convention on the Rights of the Child

211. A discussion took place on the commemoration of the tenth anniversary of the adoption by the General Assembly, on 25 May 2000, of the Optional Protocols to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography and on the involvement of children in armed conflict.

212. The discussion aimed to ascertain how the Executive Board members could build on the 25 May commemoration and launch of the Campaign on the Optional Protocols to the Convention on the Rights of the Child, which promotes universal ratification of the Protocols by 2012 and their full implementation. Following an introduction by the President, remarks were given by a panel of speakers. These included Mr. Anthony Lake, UNICEF Executive Director, Ms. Marta Santos Pais, Special Representative of the Secretary-General on Violence against Children, Ms. Radhika Coomaraswamy, Special Representative of the Secretary-General for Children and Armed Conflict (whose remarks were delivered through a video recording), and Professor Yanghee Lee, Chairperson, United Nations Committee on the Rights of the Child (whose remarks were delivered by Ms. Maggie Nicholson, Deputy Director, Office of the United Nations High Commissioner for Human Rights). Statements were presented by the delegations of Bangladesh, Italy, Slovenia, Tunisia and Uruguay describing the experiences of these countries in ratification and implementation of the Optional Protocols. This was followed by concluding remarks of the President.

D. Update on the organizational improvement initiatives (agenda item 6)

213. The Executive Board had before it the report (E/ICEF/2010/13), which was introduced by the Director, Change Management.

214. One delegation, expressing appreciation for the progress made by UNICEF said that organizational improvements should be conducted in an open, transparent and incremental manner. In this regard, UNICEF is encouraged to improve its exchange with Member States through various means and channels and inform Board members of progress made. UNICEF is encouraged to share more insights on related programmes such as the accountability framework, online recruitment and VISION (Virtual Integrated System of Information).

215. The Director, Change Management, said that UNICEF would maintain transparency, informing the Executive Board members and delegations on progress made in implementing the organizational improvement initiatives and on their impact. UNICEF would share the findings of an evaluation, planned for completion by 2012, of the roll-out and impact of the initiatives.

E. Reports of the field visits of the Executive Board (agenda item 7)

(a) Report of the joint field visit to Rwanda by members of the Executive Boards of UNDP, UNFPA, UNICEF and WFP, 20-30 March 2010

216. The report (E/ICEF/2010/CRP.12) was introduced by Ms. Jonna Jeurlink, Advisor, Permanent Mission of the United Kingdom of Great Britain and Northern Ireland. On behalf of the delegation, Ms. Jeurlink expressed thanks to the Government of Rwanda and the United Nations country team for their warm welcome.

217. Ms. Jeurlink noted that the visit was well organized, and the discussions with many stakeholders had enabled the delegation to obtain a comprehensive view of the performance of the respective United Nations agencies. Rwanda had been chosen because of it was a "delivering as one" pilot country and had undertaken several innovative development and humanitarian approaches. The country aimed to become middle-income by 2020. Rwanda showed a strong commitment to meeting the Millennium Development Goals, which were firmly integrated in the national development frameworks. The country had made remarkable progress since the 1994 genocide — including the reduction of poverty from 52 per cent in 2008 to 42 per cent today — but still faced significant challenges. These included high maternal and under-five mortality rates and the demobilization and reintegration of former combatants.

218. The delegation, she said, had been impressed by the performance of the United Nations country team and its implementation of delivering as one. It was recommended that the Executive Boards take the following three measures. First, ensure that the respective agencies strategically engage in areas of comparative advantage and further strengthen efforts to meet capacity needs. This will involve creating a clear "exit strategy" for Rwanda. Second, continue to call for the strengthening and harmonization of business practices to facilitate joint programming and impact on the ground. Third, further discuss how the agencies can continue to support South-South initiatives.

219. The representative of Rwanda thanked the delegation, the UNICEF secretariat, and the United Nations country team, under the leadership of the Resident Coordinator, for their support. He said that progress had been achieved due to a number of factors, key among them being a clarity of purpose and vision from the Government and the utilization of innovative, home-grown approaches to development, as outlined in the national Vision 2020. The Government counted on the partnership with the One United Nations team to meet and surpass the Millennium Development Goals. "One United Nations" was playing a vital role to support the Government in a number of areas: achieving gender equality and ending child, domestic and gender-based violence; reducing child mortality and improving child health; and ensuring quality and inclusive basic education.

(b) Report of the field visit to China by members of the Bureau of the Executive Board, 5-11 April 2010

220. The President of the Executive Board introduced the report (E/ICEF/2010/CRP.11). In their field visit to the Ningxia Hui Autonomous Region, the members had visited several UNICEF projects in health and education and met with representatives from local governments and civil society. He reported that government counterparts expressed appreciation for UNICEF emergency response following the Sichuan earthquake and noted that the visit enabled the Bureau members to appreciate the strategic role UNICEF played in developing norms and standards through pilot projects in support of policy formulation. It was noted that China, as a significant participant of South-South cooperation, could be a role model for other developing countries. The President expressed the gratitude of the delegation to the Government of China for the opportunities for substantial dialogue with senior members of the Government, including the Ministry of Commerce, which plays the leading role in coordinating the programme of cooperation.

(c) Report of the field visit to Tajikistan by members of the Executive Board, 18-26 April 2010

221. The report (E/ICEF/2010/CRP.13) was presented by H.E. Mr. Andrei Dapkiunas, the Permanent Representative of Belarus to the United Nations and former President of the UNICEF Executive Board, who led the field visit. The Ambassador praised the Government and the UNICEF team led by the UNICEF Representative for the high quality of the visit. He lamented the fact that, for the first time in years, the delegation of the Executive Board for a field visit represented only three regional groups. Two groups, including the most respected and valued donor constituency, did not participate. He reported that the main impression of the delegation was that Tajikistan had been forgotten by donors. The country faced dire humanitarian and development challenges and required assistance on a much larger scale, carried out on a sustainable and long-term basis. The Executive Board delegation requested the Executive Director of UNICEF to consider enhancing the staffing and financial resources of the country office to place it on par with those in countries with similarly dire challenges.

222. The representative of Tajikistan thanked the delegations and UNICEF for the visit and significant dialogue that took place. He described some of the complex challenges faced by Tajikistan, including in achieving the Millennium Development Goals. The representative thanked UNICEF and its partners for providing much-needed assistance, especially in ensuring access to education, safe drinking water and sanitation, and recommended that UNICEF strengthen cooperation in the promotion of quality education and gender equality as well as the strengthening of national capacity in these areas.

223. One delegation recommended that increased attention be paid to the recent outbreak of polio in Tajikistan, the rise in the number of HIV/AIDS cases resulting from drug injection, and educating adolescents on the dangers of drug use, a threat to the region's children.

F. Address by the Chairperson of the UNICEF Global Staff Association (agenda item 8)

224. The Chairperson of the UNICEF Global Staff Association reported on the first-ever global conference of UNICEF staff representatives in Istanbul in July 2009. The outcome of the meeting was a list of staff concerns, entitled "Eight levels of change", the addressing of which would greatly improve the lives of UNICEF staff. Among the key concerns for staff, she explained, were security and mobility, as well the need for clarification on the status of continuing contracts, an issue being discussed in the General Assembly.

G. Other matters (agenda item 9)

225. The secretariat shared with the Executive Board a list of provisional agenda items for the second regular session 2010.

H. Adoption of draft decisions (agenda item 10)

226. The Executive Board adopted decisions 2010/6 through 2010/10 (see the compendium of decisions E/ICEF/2010/14).

I. Closing statements by the Executive Director and the President (agenda item 11)

227. The Executive Director expressed appreciation for the support of Member States for the renewed focus of UNICEF on the bottom quintile and the forgotten children. He also welcomed the attention given to child protection, gender mainstreaming and children with disabilities. He said that the focus would be on achieving those Millennium Development Goals where progress was lagging, such as maternal mortality and sanitation. In these efforts it was essential to follow integrated approaches, including in the context of "delivering as one".

228. The Executive Director noted that in the Executive Board discussions three areas were emphasized: results, emergencies and resources. One of his immediate priorities, he said, was to speed up the strengthening of systems for monitoring and evaluation. UNICEF needed to be able to track how funds were allocated and resources used so that the organization could better set priorities and ascertain which interventions were the best and most cost-effective. Another key area was the collection and use of disaggregated data, which would help Governments to identify areas that required more attention. He said that UNICEF would try harder to report on results and value added, though this was sometimes difficult in the context of increasing work with a range of partners.

229. On emergencies, he said that he was struck by the alarming projections presented in the oral report on UNICEF humanitarian work and by the increasing effects of climate change regarding natural disasters. Noting that UNICEF currently spent between one quarter and one third of its budget on emergencies, he said that it was crucial for UNICEF and partners to continue to improve its work in humanitarian action. One solution was to make the cluster system more efficient. It

was also essential for donors to respond sufficiently to emergency appeals in order to address the severe funding gaps. Otherwise, UNICEF would be forced to make difficult choices that could seriously undermine work on development priorities, such as fighting poverty and disease.

230. He thanked donors for their commitment to contributing to regular resources and other resources, giving UNICEF the flexibility to meet both emergencies and priorities in other areas. He noted that the presentations of the National Committees were inspiring, as was the responsiveness of the public. In closing, he emphasized that it was important to put a child's face on the drive to achieve the Millennium Development Goals, especially in a difficult economic climate.

231. The President congratulated everyone for the meaningful discussion, innovative recommendations and excellent results of the annual session. He stressed that the focus on child rights was essential for achieving the Millennium Development Goals and noted that the commemorative event on the Optional Protocols to the Convention on the Rights of the Child had indicated that encouraging progress had been made towards achieving their universal ratification by 2012 and full implementation. Emphasizing the importance of gender to the work of UNICEF, he said he was encouraged by the steps taken by UNICEF with its new policy on gender equality. The briefing on Haiti, he said, reminded all that disasters and conflicts disproportionately affect the most vulnerable and called upon Member States to commit more resources for humanitarian action. He noted that the special focus session on the National Committees for UNICEF had demonstrated the significant results achieved through closer collaboration with civil society. He also welcomed the commitment of UNICEF to strengthening partnerships and to United Nations system-wide coherence as well as the cluster approach. Recalling that as a child he, too, had been a beneficiary of a UNICEF programme, he urged the delegations to continue to ensure that sustainable progress improved the lives of all children.

Part three
Second regular session of 2010

Held at United Nations Headquarters from 7 to 9 September 2010

I. Organization of the session

A. Opening statements by the President and the Executive Director

232. The President opened the session by welcoming all present. He outlined the key items to be covered in the session.

233. In the context of the global economic downturn, he said, UNICEF was charting a prudent course in financial planning. Furthermore, UNICEF was helping Governments to cope with the crisis through such measures as providing technical support for maintaining adequate social investment, particularly for children.

234. On behalf of the Executive Board, the President extended sympathy to the millions of victims of the monsoon floods in Pakistan. He said that the Executive Board looked forward to the briefings on the situation in Pakistan to be given by the Permanent Representative of the Mission of Pakistan to the United Nations and by the Executive Director. This disaster and other recent emergencies highlighted the need for adequate risk reduction and disaster preparedness.

235. The President emphasized that one of the urgent tasks of the Executive Board was to help UNICEF to optimize its contribution to accelerating the achievement of the Millennium Development Goals. It was crucial to focus on the least advantaged — the bottom quintile — of society to ensure that every child, without exception, reaped the benefits of this progress. The President closed by saying that the Executive Board members would have a prime opportunity to champion the agenda for children and support the work of UNICEF at the upcoming High-level Plenary Meeting on the Millennium Development Goals.

236. The Executive Director, in his opening statement, briefly described his recent trip to Pakistan, where monsoon flooding had caused massive devastation and communities faced a potential wave of water-borne diseases. UNICEF was working in particular to reunite families and create child-friendly spaces, and would help to support the long process of recovery. He emphasized that poverty had magnified the devastation, especially for children and other vulnerable groups. The situation in Pakistan underscored the need to reach the world's 'forgotten' children not only in this emergency but around the world.

237. He emphasized that in Pakistan and other emergency duty stations, staff members faced great risk to their safety and it was essential to provide them with the support and resources they need. It was also essential to strengthen coordination across the United Nations system to increase the impact of all collective efforts, not just those in emergencies.

238. After sharing highlights of his travels and meetings, and of the activities of UNICEF over the previous several months, the Executive Director underscored the importance of the upcoming High-level Plenary Meeting on the Millennium Development Goals and efforts to accelerate achievement of the Goals.

239. To meet the Goals, he said that it was crucial to reduce the widening disparities between rich and poor children, even in countries making progress on the Goals. This assertion was supported by the findings of a groundbreaking study undertaken by UNICEF, which showed that concentrating on the poorest in society would make achievement of the Goals faster, more cost-effective and more

sustainable. The study, which was to be publicized at an event that same day with Save the Children Alliance, had compared the likely outcomes of an equity-focused approach in children's health and several other key areas of development against the current mainstream strategies.

240. The Executive Director then turned to the efforts of UNICEF to strengthen its management and operations in order to better meet the challenges ahead. These efforts included improving internal monitoring and evaluation and human resources systems, aiming especially for more quality and diversity in the workplace. A 'fast track' initiative had been initiated to reduce the time it takes to fill posts, especially in crisis and emergency situations. A new performance management system would allow for better monitoring, implementation and budgeting. Country programmes were being re-oriented to concentrate on fewer initiatives and more clearly defined results. As part of its strong support of United Nations coherence, UNICEF was implementing the International Public Sector Accounting Standards (IPSAS) and collaborating with UNDP and UNFPA on harmonizing the way costs are classified and on improving the linkages between budget resources and results.

241. Regarding the fiscal situation, he said the projected income of UNICEF was expected to decrease by as much as 1 per cent in 2010 and 7 per cent in 2011. Although its revenue had exceeded income projections, UNICEF had begun drawing down cash reserves to prevent a significant impact on programme expenditures.

242. The Executive Director ended by saying that UNICEF looked forward to receiving the guidance and support of the Executive Board.

B. Adoption of the agenda

243. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2010/15) for the session.

244. In accordance with rule 50.2 and the annex of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 38 observer delegations, 3 United Nations bodies, 4 international organizations, the Standing Group of National Committees for UNICEF and 2 non-governmental organizations.

II. Deliberations of the Executive Board

A. Proposed programme of work for the Executive Board sessions in 2011 (agenda item 3)

245. The proposed programme of work for the Executive Board sessions in 2011 (E/ICEF/2010/16) was introduced by the Secretary of the Executive Board. The Executive Board adopted the programme of work in decision 2010/11 (see annex).

B. Oral report on UNICEF follow-up to recommendations and decisions of the UNAIDS Programme Coordinating Board meetings (agenda item 4)

246. The Chief of the HIV/AIDS Section and Associate Director, Programmes, presented the oral report (E/ICEF/2010/CPR.21).

247. Delegations welcomed UNICEF collaboration with UNAIDS and the organization's efforts to eliminate mother-to-child transmission of HIV and to prevent new infections. Some delegations emphasized that such programmes were part of the larger effort to provide comprehensive paediatric care, especially for children under the age of five.

248. Several delegations noted the relationship among HIV/AIDS, social exclusion and poverty. Others noted that, particularly in Africa, the AIDS pandemic endangered the achievement of the health-related Millennium Development Goals 4, 5 and 6.

249. Other delegations pointed out that the issues of health and gender were inextricable, especially in relation to HIV/AIDS, noting that AIDS is the leading cause of death for women of reproductive age and that women account for more than half of all new cases worldwide. Several stressed that empowering women was crucial to combating HIV/AIDS, and welcomed the drafting of the first UNICEF operational guidance on gender and HIV/AIDS. Others urged the organization to utilize evidence to improve programme outcomes for women and girls living with HIV.

250. A number of delegations recommended greater coherence among various partners fighting the AIDS epidemic. Several acknowledged the leading role of the Global Fund to Fight AIDS, Tuberculosis and Malaria, and one delegation noted with appreciation the cooperation between UNICEF and the United States President's Emergency Plan for AIDS Relief as well as the Centers for Disease Control and Prevention in strengthening the prevention of mother-to-child transmission programmes in 14 high-burden countries.

251. Some delegations expressed support for the recommendations of the Second Independent Evaluation to assess capacity needs and to strengthen the HIV/AIDS response at the country level. Many encouraged further scaling-up of prevention efforts, including integration of education on sexuality for youth. One delegation noted that Central and Eastern Europe and Central Asia was the only region in the world witnessing a rise in the AIDS epidemic, stressing that a major problem was the social exclusion of children and young people affected by HIV and AIDS.

252. Several delegations stressed the importance of broad consultations with donors and participating organizations in the development of a new strategic plan of UNAIDS to enhance accountability and consistency and to strengthen results. One delegation, noting that prevention programmes had resulted in a decline of HIV/AIDS in her country, emphasized that prevention was still very much underfunded and coverage was very low, and appealed to donors and partners to increase contributions.

253. In response, the Chief of the HIV/AIDS Section affirmed the importance of integration with health and child protection systems in order to address poverty and social exclusion. He emphasized that universal access to comprehensive services

(prevention programmes, treatment, care and support) involved reaching the hardest-to-reach populations, such as orphans and vulnerable children. He reported that UNICEF was working with its partners on system-strengthening at country and community levels to accelerate universal access to HIV/AIDS services.

254. He noted that social cash transfer programmes had, in some countries, proven to be effective in reaching the poorest families where a large proportion of the community were also affected by AIDS, enabling greater access to services. He thanked members of the Executive Board for their praise of the UNICEF publication, "Blame and Banishment — the underground HIV epidemic affecting children in Eastern Europe and Central Asia". He added that a number of simple interventions to reduce social exclusion and increase access to youth-friendly services were aimed at reversing the trend of rising AIDS cases in the region. He pointed out that UNICEF programme targets and indicators for HIV/AIDS were increasingly harmonized with those of partners within the United Nations system. Target-setting for Unite for Children, Unite against AIDS (2011-2015) will be aligned with indicators of the 2011 United Nations General Assembly special session on HIV/AIDS. In conclusion, he noted that the recent International AIDS Conference in Vienna had confirmed that children and AIDS were now visibly part of the global agenda.

255. The Executive Director reaffirmed that the virtual elimination of mother-to-child transmission by 2015 was a central goal for UNICEF. Like the eradication of polio, it was a moral and economic imperative.

C. Oral report on the contribution of UNICEF to capacity development (agenda item 5)

[Discussion of this agenda item was postponed until after the second regular session 2010]

D. Proposals for UNICEF programme cooperation (agenda item 6)

Approval of revised country programme documents discussed at the 2010 annual session (agenda item 6a)

256. The President stated that the Executive Board had discussed 13 draft country and area programme documents at the 2010 annual session: Azerbaijan, Belarus, Cambodia, China, Democratic People's Republic of Korea, Georgia, Iraq, Malaysia, Myanmar, Palestinian children and women (Jordan, Lebanon, Occupied Palestinian Territory, Syrian Arab Republic), Serbia, Swaziland and Turkey. The draft documents had been revised, as appropriate in consultation with the respective Governments and had been posted on the UNICEF Executive Board website within six weeks of the session. The Executive Board was requested to approve the revised documents on a no-objection basis unless at least five members had informed the Secretariat in writing that they wished to bring a particular programme to the Executive Board for further discussion. As the Secretariat had not received any such requests, the country and area programme documents were approved.

257. The representative of Belarus welcomed the approval of the country programme for Belarus. He said it would be prudent to optimize expenditure on the

office and staff so that objectives of the country programme could be fulfilled. It was hoped that UNICEF would react speedily to any need for expansion of the projects covered. His delegation requested UNICEF mobilize additional donor funds out of its Belarus office, taking into account national needs.

258. The representative of Myanmar noted that the country programme had been developed in close consultation with all international agencies and development partners, in line with the national development plan, which supports achievement of the Millennium Development Goals. The programme focuses on areas of great importance to the children of Myanmar.

259. The representative of Serbia said that the country programme document indicated progress made in many areas while noting that more needed to be done to promote the social inclusion of children and overcome disparities related to the poor, Roma, rural and disabled children. She welcomed the fact that the revised CPD contained information on UNICEF activities in Kosovo under United Nations Security Council resolution 1244 (1999). She added that the situation of children, particularly children belonging to ethnic minorities in Kosovo and Metohija, deserved a more detailed approach in the CPD, including an evaluation of results achieved and lessons learned during 2005-2009. In this regard, UNICEF should take into account the reports and conclusions of several treaty bodies and international and regional organizations relating to challenges in fulfilling children's rights.

260. Regarding the revised CPD for Azerbaijan, the delegation of Armenia expressed disappointment regarding the wording used in paragraph 13 with respect to Nagorno-Karabakh. The delegation said that this wording was not in conformity with the peace process under the auspices of the Organization for Security and Co-operation in Europe Minsk Group. The wording made prejudgements about the outcome of negotiations on the status of Nagorno-Karabakh.

261. The representative of Azerbaijan commented that the wording in paragraph 13 of the revised CPD for Azerbaijan fully conformed to United Nations documents, as previously stated. He said that UNICEF, as a United Nations entity, should follow the language of relevant United Nations documents. The wording in paragraph 13 did not have any impact on any peace processes or other issues concerning this matter.

Draft country programme documents and regional summaries of midterm reviews of country programmes (agenda items 6b and 6c)

262. The draft country programme documents (CPDs) and summaries of midterm reviews were presented by the respective Regional Directors; for the Middle East and North Africa, the documents were presented by the Deputy Regional Director. The six draft CPDs were for Burkina Faso (E/ICEF/2010/P/L.24), Indonesia (E/ICEF/2010/P/L.27), Republic of Maldives (E/ICEF/2010/P/L.28), Somalia (E/ICEF/2010/P/L.22), Uruguay (E/ICEF/2010/P/L.25) and Zambia (E/ICEF/2010/P/L.23). In accordance with Executive Board decision 2008/17, the Executive Board had been informed of the reasons for deferment of presentation of these documents from the annual session to the second regular session in documents E/ICEF/2010/CRP.10 and E/ICEF/2010/CRP.10/Corr.1.

263. The regional summaries of midterm reviews of country programmes covered the following regions and countries: (a) Central and Eastern Europe and the

Commonwealth of Independent States (E/ICEF/2010/P/L.21): Croatia and the Republic of Moldova; (b) East Asia and the Pacific (E/ICEF/2010/P/L.19): Lao People's Democratic Republic, Mongolia and Thailand; (c) Eastern and Southern Africa (E/ICEF/2010/P/L.16 and E/ICEF/2010/P/L.16/Corr.1): Eritrea, Ethiopia, Madagascar Malawi and Zimbabwe; (d) West and Central Africa (E/ICEF/2010/P/L.17): Gabon, Gambia, Sao Tome and Principe and Senegal; (e) Latin America and the Caribbean (E/ICEF/2010/P/L.18): Belize, Brazil, Dominican Republic, El Salvador, Honduras, Jamaica, Panama and Paraguay; (f) Middle East and North Africa (E/ICEF/2010/P/L.26): Algeria, Egypt, Morocco, Oman, Syrian Arab Republic, Tunisia and Yemen; and (g) South Asia (E/ICEF/2010/P/L.20): India, Maldives and Nepal.

Central and Eastern Europe and the Commonwealth of Independent States

264. In the discussion, the representative of Croatia expressed appreciation for the new model of cooperation, involving a self-sustainable country office that mobilizes local resources from individuals (70 per cent) and the private sector (30 per cent). He said that this model could have potential for use in other middle-income countries. Noting that the three components of programme activities were harmonized with national priorities, the representative described several results achieved in each area. Nevertheless, challenges remained in ensuring that child protection standards were implemented on the ground and received adequate budgeting. Inter-sectoral cooperation needed to be improved in priority areas such as the process of deinstitutionalization, children with disabilities, Roma children and justice for children.

265. The representative of Belarus said that the report on midterm reviews was unique because of its detailed analysis of work on the ground and definition of key priorities in activities to protect children and women. The representative commended UNICEF for the flexible and differentiated approaches taken in countries in the region.

266. Thanking the representatives of Croatia and Belarus for their comments, the Regional Director said that the Croatian cooperation, which had been implemented for some eight years, was a success story that could serve as a model for other countries in the region and for middle-income countries in other parts of the world. He expressed appreciation to the representative of Belarus for the supportive comments made regarding the work of the regional office, specifically in relation to the midterm review process.

East Asia and the Pacific

267. The representative of Indonesia said that the draft country programme document under consideration was the result of two years of consultations between the Government and UNICEF. The Government, he said, was pursuing a three-track strategy (pro-poor, pro-jobs, pro-growth) and had adopted the Jakarta Commitment on Aid for Development Effectiveness with more than two dozen development partners. Alleviating poverty and improving health and education remained challenges for which the country required further capacity-building and technology transfer. He said the Government had recently signed the United Nations Partnership for Development Framework for 2011-2015, which, together with the draft CPD, was aligned with the medium-term plan of Indonesia for 2010-2014. He stressed

that the CPD supported the development objectives and child-related priorities of Indonesia and called for continued consultations between UNICEF and the Government in implementing and monitoring the country programme.

Eastern and Southern Africa

268. The representative of Zambia noted that the CPD was the outcome of a democratic process that involved a range of government and civil society stakeholders. The document fit within the framework of the country's sixth National Development Plan and the UNDAF and would contribute to the country's long-term development goals, as outlined in Zambia Vision 2030. He said the Government was grateful for the support of UNICEF towards attainment of the Millennium Development Goals within the framework of 'Delivering as One'. Resource mobilization was crucial, he said, and the Government was eager to work with UNICEF and the donor community in overcoming implementation challenges, particularly in the areas of health and education. The extraordinary efforts of UNICEF in ensuring child protection were also acknowledged.

269. The representative of Zimbabwe expressed appreciation for the continued engagement of UNICEF with the Government in delivering results for children. She highlighted areas where UNICEF and other stakeholders could strengthen efforts to improve the lives of Zimbabwean children: basic education and gender equality; support for orphans and vulnerable children; water, sanitation and hygiene; and combating HIV and AIDS. Noting that the country's health system needed strengthening and that access to health services were hindered by user fees, she called for further support in reducing maternal and child mortality through investment in emergency obstetric, neonatal and young child survival packages and in scaling up immunization. In the face of dwindling donor support, and in particular the drying up of earmarked extra-budgetary resources, the Government, she said, would appreciate the mobilization of resources by UNICEF for the Zimbabwe Health Sector Investment Programme.

270. The representative of Malawi said that despite progress in achieving the Millennium Development Goals in some areas, extreme poverty and malnutrition persisted, contributing to stunting and low rates in basic education. Maternal and child mortality remained among the highest in the world, he said. Many children who had lost parents to AIDS were vulnerable to violence, sexual abuse, forced labour and trafficking. He cited several UNICEF-supported programmes that were addressing equity: the social cash transfer scheme for poor households; child-friendly schools, promoting inclusion of girls and disabled children; community-based interventions in health and sanitation; rural child care and learning centres; and rehabilitation programmes for children living on the street. Efforts to combat child labour and trafficking required better use of data. Better data would enhance coordination and integration of services and ensure that the poorest and most marginalized children are reached. The integrated packages of services for children, which UNICEF helped the Government to develop, would be integrated into the next national growth and development strategy. He stressed that social protection and equity, including child-friendly budgeting, had informed the midterm review of the country programme, which aimed to mobilize resources and scale up services for the most vulnerable children.

271. The representative of Ethiopia reported that the strong collaboration between the Government and UNICEF had contributed to declines in under-five mortality and dramatic increases in coverage related to immunization and for insecticide-treated nets in malaria-prone areas. Other achievements, he said, were improvements in basic social services, endorsement of the Early Childhood Care and Education Strategy and completion of a child-rights analysis of national laws and policies. He highlighted the Business Process Reengineering as an important policy instrument to make public services more efficient, and noted that the Charities and Societies Proclamation aimed to facilitate the participation, in a complementary and supportive role, of civil society in the national development process. With respect to access in the Somali region, the representative said that UNICEF makes good use of the United Nations hubs and the spokes system, which has been designed to improve the logistics capacity in the region. Updated data indicated that Ethiopia had made significant progress towards achievement of some of the Millennium Development Goals. His delegation hoped that the low level of other resources and the underfunding of programmes for HIV/AIDS, gender and water and sanitation would be addressed. The representative called upon UNICEF to further support policy synthesization to facilitate Delivering as One, and to allow more flexibility in its guidance to the country team implementing the programme.

272. Several delegations welcomed the sharpened focus on equity in the CPDs and midterm reviews. One speaker welcomed the commitment of UNICEF to working within the Zambian Joint Assistance Strategy to harmonize the support given by multilateral and bilateral agencies to the Government's national development plan while also noting that more efforts were needed to operationalize the One United Nations presence in Zambia. She commended UNICEF for its monitoring of the social cash transfer programme, which had provided solid evidence for the scheme to be scaled up as a national priority. Another delegation said that the country programme could be even more effective if it adopted a human rights-based approach, focusing on countering exclusion and discrimination against girls. The delegation recommended that more progress indicators be disaggregated.

273. On Somalia, two delegations welcomed the increased focus of UNICEF on child protection and the special attention given to child recruitment. However, they noted with concern that the education component should have a stronger focus on vulnerable children and youth. They also highlighted the challenge of risk management in the country, where regular project oversight is often discontinued due to insecurity. On Ethiopia, one delegation noted with concern the challenges in education, including drops in enrolment rates and disparities between regions but acknowledged that UNICEF had begun addressing the issue with its partners.

274. In response, the Regional Director thanked the delegations of Zambia, Zimbabwe, Malawi and Ethiopia for their support of the country programmes, noting that it demonstrated the shared ownership of the programmes. He took note of comments regarding the need for further harmonization for One United Nations and for closer monitoring and evaluation of programmes in Zambia. He heeded the call for more child protection in Somalia and acknowledged challenges mentioned regarding the health sector in Zambia. Regarding Ethiopia, he took note of the comments on the challenges in education and the fact that new data had called for adjustments in the assessment of progress towards the Millennium Development Goals. He said that UNICEF conducted risk management for Somalia in different

ways, partly from within the country and partly from Nairobi, in close cooperation with the United Nations Country Team.

West and Central Africa

275. The representative of Burkina Faso welcomed the new country programme. He said that, thanks to combined efforts by the Government and UNICEF during the previous programme, the situation of children and women had shown real improvement, though the timely achievement of the Millennium Development Goals remained uncertain. The Government, he said, had begun a national process to prepare a new development tool, the accelerated growth strategy for sustainable development, to speed up reaching the national Millennium Development Goal targets related to child survival and development, education for all and poverty reduction. He appealed to partners and donors to support UNICEF efforts to improve the lives of children in Burkina Faso.

276. Two delegations commented on the Burkina Faso draft CPD, noting that widespread poverty, population growth, early marriage, nutrition and health were major concerns that made UNICEF efforts in the country a daunting task. They welcomed that UNICEF planned to focus more systematically on human rights, particularly on inequalities, exclusion and discrimination against children and women. They said they were encouraged that the recommendations of the Committee on the Rights of the Child had been integrated into the programme, but noted that prioritization of the many recommendations was a challenge. They commended the programming for youth and the engagement with the Government in education but urged that more focus be given to quality of education and teacher training. They cautioned that the efforts of UNICEF to take leadership in certain areas, such as education and sanitation, required increased budgetary support. Health was another major concern, particularly the sexual and reproductive health of girls, and they asked whether UNICEF planned to lead on that issue as well. One delegation pointed out several inconsistencies in the data for education in the CPD.

277. The representative of Gabon welcomed the midterm review of the country programme for Gabon, noting that the update on the situation of children and women was encouraging, though there were still some shortcomings. She said the Government remained committed to improving the quality of life of Gabonese children and young people, including by ensuring better reproductive health and better education. The Government had taken note of the recommendations in the report and intended to cooperate fully with UNICEF.

278. In response, the Regional Director thanked the delegations for their comments. He said he had taken note of the detailed analysis of persisting challenges in improving the lives of children and women of Burkina Faso and the recommendation to pay more attention to their rights. He said the Government was aware of the education challenges and he agreed that more could be done to improve the quality of education. He confirmed that the UNICEF country office in Burkina Faso was adapting to the new environment that encompassed sector-wide approaches and basket funding, participating in the basket funding of both education and health, and recommended that UNICEF take on a more prominent role in the education sector. He noted that in reproductive health, UNFPA was the lead agency, with UNICEF playing a supporting role.

The Americas and the Caribbean

279. The representative of Uruguay said that the proposed country programme for 2011-2015 had been developed in close coordination with the Government and was based on three components: public policies to promote social inclusion and equity; child protection and institutional reform; and partnerships and social mobilization for children. The programme, he said, is focused on the needs of the poorest and most vulnerable groups, with a view to reducing disparities through a human rights perspective. The representative expressed appreciation for the fact that the change in the allocation of regular resources made it possible for UNICEF to continue to maintain its presence in middle-income countries, which was fundamental to achieving the Millennium Development Goals and to meeting the needs of children in a sustainable manner.

280. The representative of El Salvador stated that the Government was committed to implementing the recommendations noted in the midterm review report. The representative said that the Government had created a Secretariat for Social Inclusion, which would focus on issues related to children, women and people with special needs. The Penal Procedure Code had been reformed to incorporate adequate due procedure measures and strengthen the capacity of the judicial system to administer juvenile justice. Some progress had also been made in the area of social services; for example, at least 80 per cent of the populations in the poorest 20 municipalities now have access to clean water and better information about child nutrition and the importance of breastfeeding. The Government had also made efforts to reduce violence in those municipalities. Education for children was a priority, and the Government was carrying out for the first time a programme to provide supplies and uniforms to public schools.

281. The Regional Director thanked the delegations, commending their Governments for the commitment they have shown to the cause of children.

Middle East and North Africa

282. The representative of Egypt said her delegation would have appreciated being notified that the midterm review was going to be discussed that day, as the report was a priority for her country. She welcomed the positive developments and progress reflected in the report, particularly the important amendments made to the Child Law in Egypt and advances made in efforts to eliminate female genital mutilation/cutting and in the promotion of girl-friendly schools. She highlighted the excellent cooperation between the Government of Egypt and United Nations agencies, including UNICEF, and emphasized the need to find innovative avenues for funding in order to address the remaining challenges.

283. The representative of Yemen acknowledged that the report of the midterm review had highlighted several achievements — for example, the eradication of polio and reduction of measles as well as the adoption of a strategy for social protection. The report had also addressed challenges similar to those faced by other developing countries. He pointed out that Yemen was one of the least developed countries and had suffered the impact of the increase in food and fuel prices. Other challenges included limited resources, poverty and the influx of refugees. Yemen was making a significant effort to stabilize its security situation, build peace in the country and protect the rights of children.

284. The Deputy Regional Director thanked the delegations for their input. Responding to the comments from Egypt, she said that finding innovative ways to mobilize resources was a key concern for most of the middle-income countries in the region. In this regard, UNICEF welcomed the Cairo Initiative and the Cairo Action Plan. It was important for all partners to work together to prioritize resources and investments. Regarding progress made by Yemen, she noted that a recent study had indicated that 65 per cent of children in that country are affected by poverty. She emphasized the importance of the investments made in social protection and social safety nets in the context of the current situation in the country, including those related to food and fuel prices and security.

South Asia

285. The representative of India noted that the midterm review had endorsed the commitment of India to pursuing inclusive growth, with child survival, growth and development a primary focus. To support this objective, India had increased social sector investments, enacted legislation and developed policies. The midterm review emphasized the need for a systematic approach to interventions, rooting them within frameworks of national policy and flagship programmes. The representative reaffirmed the primacy of national ownership, leadership and coordination by national authorities in ensuring the success of UNICEF-assisted programmes. He said that UNICEF had helped to expand the scale, reach and capacity of national flagship programmes and that this would help India to achieve national and internationally agreed development goals, including the Millennium Development Goals.

286. The representative of Maldives said his Government took note of the improvements highlighted in the midterm review — namely, advancements in access to primary education, gender issues, reduced infant and maternal mortality and treatment of substance abuse. Maldives looked forward to working with UNICEF to address areas requiring improvement in the justice, education and health care systems.

287. Speaking on the midterm review of the country programme for Nepal, one delegation noted that despite progress made, children and women still suffer discrimination and are disproportionately affected by poverty and a lack of security. Regarding support to local governance, the delegation encouraged UNICEF to further integrate its activities and funding into the Local Governance and Community Development programme, an initiative led by bilateral donors. In the area of rehabilitation and reintegration of children affected by conflict, UNICEF had done a good job of designing and implementing activities, including advocacy. UNICEF led a consortium of organizations who introduced a joint programme called Children Associated with Armed Forces and Armed Groups. Now, UNICEF needed to ensure ongoing interaction with others, rather than operate its own programme, with the broader aim of assisting children affected by conflict. The delegation asked for more information on costs associated with the new programme and recommended that it focus on children who have been directly involved in conflict.

288. Also speaking on the midterm review of the Nepal programme, another delegation welcomed the important role of the Government of Nepal during the review and the results achieved. The delegation said it shared the assessment that

protections issues should remain a high priority. UNICEF was in a unique position to support the Government in making progress in the areas of child rights and children affected by armed conflict. UNICEF was encouraged to take a stronger role in supporting the Government to taking the necessary steps, from drafting new legislation to setting up effective monitoring and reporting systems, so that it could fulfil its obligations under the Convention on the Rights of the Child.

289. Expressing appreciation for the comments made, the Regional Director assured the delegation of India that UNICEF would focus further on supporting national flagship programmes in that country. On the question of programmes for local governance in Nepal, he said that UNICEF was trying to work with all donors in Kathmandu and would ensure that this was an area strengthened in the future. Responding to the comments on support for children in armed conflict, the Regional Director said that UNICEF was working to bolster such programmes, though assessing which children most needed protection could be challenging in a situation of extreme poverty. UNICEF was enhancing the monitoring and reporting systems on child rights violations as part of its work under Security Council resolution 1612 (2005) and would continue to find ways to strengthen national capacity to respond.

290. The Executive Board adopted decision 2010/12 on the draft country programme documents (see annex).

Recommendation for approval of additional regular resources for approved country programmes (6d)

291. The Director of Programmes introduced the recommendation for the allocation of an additional $340,230,086 in regular resources for 47 previously approved country programmes.

292. The Executive Board approved the recommendation in decision 2010/13 (see annex).

Extension of cooperation with Rotary International for polio eradication (6e)

293. The Executive Director introduced the proposed five-year extension of the cooperation with Rotary International for polio eradication (E/ICEF/2010/P/L.30).

294. The Chair of the Rotary Foundation Trustees made a statement, recognizing UNICEF leadership in global polio eradication. A short video on polio eradication was screened.

295. The Executive Board adopted decision 2010/14 (see annex).

Extension of the Vaccine Independence Initiative (6f)

296. The Director of Supply Division introduced the proposed five-year extension of the Vaccine Independence Initiative (E/ICEF/2010/P/L.31).

297. The Executive Board adopted decision 2010/15 (see annex).

E. Annual report on the evaluation function and major evaluations (agenda item 7)

298. The Senior Advisor and Officer in Charge of Evaluation presented the report (E/ICEF/2010/18).

299. Delegations welcomed the report, commending UNICEF for its continued efforts in improving the evaluation function as well as knowledge sharing, and supported the proposal to upgrade the Director of Evaluation post to the D-2 level. Several delegations noted that transparent evaluations were an essential tool for developing efficient indicators and best practices, for showing weaknesses and strengths of programmes to help management effectively make adjustments and utilize resources, and for guiding donors on their contributions.

300. Delegations also appreciated the active participation of UNICEF in United Nations system-wide evaluation processes, particularly its engagement with the United Nations Evaluation Group, and for developing with UNDP and UNFPA an evaluation system that allowed for peer review and improvement of transparency in the evaluation process. Others welcomed the use of strategic knowledge initiatives, communities of practice, information and communication technology, and the adoption of IPSAS in strengthening the accountability system.

301. Many delegations emphasized the importance of country-led evaluations, noting that capacity-building and the training of government and national staff would enhance national evaluation systems. Several noted with concern that most UNICEF country offices did not have qualified evaluation staff at the P-3 level or higher. They also noted the drop in evaluation spending as a proportion of programme spending. Others recommended further clarifying the responsibilities of monitoring and evaluation staff to improve the quality of evaluations, particularly within the integrated monitoring and evaluation framework (IMEF) of the medium-term strategic plan. One delegation suggested the use of a national coordination and evaluation committee to review programmes midway through the cycle to improve monitoring of country activities.

302. Several delegations encouraged UNICEF to report on concrete results achieved as well as on challenges faced in strengthening the evaluation function and in implementing the evaluation policy. They requested information on the number of evaluations planned (for 2010 and 2011) and completed, the quality of evaluation reports and disaggregation of evaluations by type. Others said they would welcome additional information on the efforts of UNICEF to strengthen its capacity at all levels of the organization, including humanitarian evaluations in emergencies. Some requested clarifications on funding for evaluations, particularly in relation to programme and other research expenditures.

303. A number of delegations expressed appreciation for management follow-up on evaluations. Speakers requested more information on the monitoring tools developed and results achieved in response to evaluations and recommended the dissemination of lessons learned. One delegation asked what specific initiatives had been undertaken at the recommendation of the Evaluation Committee.

304. Some speakers welcomed the strengthening of the evaluation function at the regional level, though one said it still lacked sufficient capacity. Another underlined the importance of evaluation not only for accountability but also for learning,

ensuring the relevance of evaluation evidence for local contexts. One delegation suggested that UNICEF expand field trip opportunities for donors to provide an additional means of assessing programmes.

305. One delegation noted the value of real-time evaluations in emergencies, notably with Cyclone Nargis in Myanmar and the earthquake in Haiti, and asked if similar real-time evaluations were planned for the flooding in Pakistan. Another noted with concern that an innovative pilot programme on education in emergencies lacked evaluation baselines and urged management to improve integrated evaluation mechanisms to monitor programme outcomes. One delegation encouraged greater focus on children with disabilities, especially in education, and asked for more information on the evaluation of community-based early childhood development centres.

306. In response, the Senior Advisor thanked delegations for the many positive comments on the UNICEF evaluation function and the support for the upgrade of the post of Director of Evaluation. The 2011 report, he said, would provide more detailed information on the implementation of the evaluation policy and on management response, as well as evaluations on the human rights-based approach to programming and on UNICEF work in humanitarian situations. Acknowledging the slow growth of evaluation expenditure, he said that the Evaluation Office was sensitizing UNICEF offices to invest more in programme evaluations, including pilot projects. He further explained that lower expenditure on evaluations, as compared to studies and surveys, was not a problematic trade-off; rather, it reflected a funding trend towards new programming frontiers and knowledge areas. For example, studies and surveys undertaken on issues such as child protection had prompted significant increases in evaluations in the same areas.

307. He noted that large numbers of national officers at levels 1 and 2 were involved in monitoring and evaluation and that UNICEF was reaching out to national monitoring and evaluation communities through staff capacity-building efforts with Governments and civil society, including universities. He explained that UNICEF had added monitoring specialists in the regional offices to strengthen their capacity to manage social data collection. This has allowed the regional monitoring and evaluation specialists to devote more time to evaluation work, including setting evaluation priorities and coordinating support to country offices.

308. The Executive Board adopted decision 2010/16 (see annex).

F. Annual report on internal audit activities (agenda item 8) and

G. Report of the Ethics Office of UNICEF (agenda item 9)

309. The two agenda items were presented together. The annual report on internal audit activities (E/ICEF/2010/AB/L.5 and E/ICEF/2010/AB/L.5/Corr.1) was introduced by the Director of Internal Audit. The report was accompanied by the management response to the report (E/ICEF/2010/AB/L.6), introduced by the Director, Change Management.

310. The annual report of the UNICEF Audit Advisory Committee had been made available on the Executive Board website. The Director, Change Management, acknowledged the work of the Committee, particularly in the area of enterprise risk

management, and welcomed the Chair of the Committee, Mr. Adnan Khan, who was present for the discussion.

311. The Principal Advisor, Ethics, presented the report of the Ethics Office of UNICEF (E/ICEF/2010/17). The Chief of Change Management noted in the management response that UNICEF appreciated the robust financial disclosure programme managed by the Ethics Office and that ethics issues had informed training programmes throughout the organization.

312. Delegations thanked UNICEF for the reports. Regarding internal audit, they commended the Office of Internal Audit and UNICEF for the comprehensive, systematic and transparent reports. These reports, they said, helped the Executive Board to understand trends related to systemic issues, the priority actions UNICEF had planned in order to address observations, and the nature of issues and challenges that have remained outstanding for more than 18 months. The reports also addressed weaknesses in governance, programme and operations management. It was appreciated that audits paid attention to offices with the highest risks and were carried out in different cycles, depending on the size of the office. In addition, making internal audit reports available to Member States upon request was cited as a good practice, allowing Members to have additional insight into the operations and systemic weaknesses of UNICEF.

313. Delegations commended the Office of Internal Audit for doing an excellent job with limited resources and praised UNICEF for making a significant effort to address audit recommendations. It was noted that all audit recommendations issued to country offices before 2009 had been closed and that country offices had made good progress in taking corrective action.

314. It was further noted that, following the adoption of the accountability system, UNICEF had provided better guidance to staff members on such issues as disclosure of information and risk management. It was appreciated that the revision of risk management methodologies had focused more intently on high-level risks. One delegation said it looked forward to full implementation of the disclosure policy. Another delegation asked for more information on this policy and on the planned revision of the information security policy. One speaker expressed concern that the recommendations on IT security had been outstanding since 2008.

315. It was emphasized that internal audit was key to the internal management and risk control initiatives of UNICEF. One delegation recommended that UNICEF further strengthen the mandate of the Office of Internal Audit and enhance its risk early-warning capability. Several delegations expressed concern regarding identification and management of risks, which since 2007 had been more frequently rated as medium- and high-level. UNICEF was requested to provide a time frame for improving this situation.

316. Citing the fact that 18 per cent of offices audited in 2009 were rated unsatisfactory, delegations asked for more information on the impact of audit results, especially on future country programmes. They welcomed the plans of UNICEF to ramp up the role and capacities of regional offices to provide guidance and support to country offices, especially those rated as unsatisfactory. In those offices, according to one speaker, attention should be paid to addressing weaknesses in work plans, which should be more clear and logical. Other speakers requested

that UNICEF provide a time frame for increasing the number of offices rated satisfactory and for improving planning and analysis in country offices.

317. Delegations requested additional information in the following three areas. The first area was the new enterprise risk management system, including risk mapping and a description of the risk variables. UNICEF was requested to share this information verbally or include it as an annex in next year's report. It was also suggested that UNICEF improve the operationalization of enterprise risk management. The second area was the impact of audit observations on the level of financial exposure. UNICEF was requested to report on this indicator in future years. The third area was the monitoring of efficiency indicators linking costs with results. UNICEF was requested to provide information on how it is addressing this issue.

318. Delegations called for improvements in the evaluation function at country level. Reacting to the observation that staff members lacked sufficient knowledge on the situation of children at country level, delegations said they looked forward to seeing the results of the comprehensive situation analysis of children and women, to be undertaken during the programme cycle.

319. Several delegations stressed the importance of addressing outstanding audit recommendations. One suggested that senior management achieve the "timely, full, complete and sustained" implementation of all outstanding audit recommendations, including the review of the internal financial controls of UNICEF. Another speaker requested timely completion of the internal audit workplan for 2011.

320. A number of delegations said that it was crucial to sustain the actions taken on recommendations. It was noted that, according to the 2008 annual report, 33 per cent of previously implemented recommendations had not been sustained. The vast majority of re-opened recommendations pertained to programme management, cash transfer or supply assistance, three areas requiring more attention. One speaker said that it was essential to address weaknesses identified in the 2009 annual report regarding procurement and asset management in order to avert potential fraud, waste and abuse.

321. One speaker requested additional information on financial controls, including the issues that needed to be resolved. In future reports, it was recommended that unsatisfactory performance in this area be separated out from other performance classifications. Another speaker pointed out that inadequate monitoring of internal controls was the issue most frequently cited in all three audit areas.

322. One delegation commented that, despite the work of the Ethics Office, the annual report on internal audit had indicated that staff members were not adequately aware of the mechanisms for reporting cases of misconduct and had low confidence in the mechanisms for protection against retaliation.

323. Delegations asked for more information about the 'pilot initiatives' and the related toolkit and recommended that pilots contain baselines for measuring future results.

324. UNICEF was requested to strengthen headquarters audits in 2011. These would help the organization maintain risk management and internal control.

325. Reiterating a concern expressed by the Audit Advisory Committee that an internal audit review of the implementation of IPSAS had not yet taken place, one

delegation recommended that the Office of Internal Audit periodically review progress on implementation.

326. In response, the Director of the Office of Internal Audit noted that the Office was developing its annual workplan for 2011, which would be risk-based and would be shared with the Board of Auditors and the Audit Advisory Committee.

327. Addressing the many comments on sustaining audit recommendations, he said that this was less of an issue this year compared with previous years and that OIA checks on whether recommendations are implemented. When concerns are given a high rating, the Office will report on them to management and in the annual report.

328. Regarding the disclosure policy, he clarified that the approval of the process for disclosing audit reports (adopted by the Executive Board in decision 2009/8) differed from the draft Information Disclosure Policy mentioned in paragraph 52 of the annual report. He said that UNICEF had shared audit reports with Member States upon request during the year and the process was working well.

329. Turning to IPSAS, the Director said that the Office had issued a risk assessment report on IPSAS implementation and was discussing the work that needs to be done with management and the Board of Auditors.

330. The Chief of Change Management said that UNICEF headquarters and field offices were aware of the issues that needed to be addressed in country programmes. UNICEF had renewed its focus on monitoring and evaluation, working with Governments and other programme partners to assess the effectiveness of country programmes. He added that the capacity to do this would be significantly strengthened beginning in 2011 through the introduction of a revised results reporting structure that will be introduced into all programmes. Reporting on effectiveness and efficiency would also be improved through the introduction of VISION at the end of 2011 and the implementation of IPSAS by 2012 as well as through enhanced knowledge on programming performance, expenditures and utilization of resources.

331. On the question of enterprise risk management, he said the initiative had been introduced in 2009 and reviewed positively by the Joint Inspection Unit in 2010. The approach was being systematically introduced to country offices. By 2011, UNICEF would be able to compile risk profiles country by country to create an overarching risk profile.

332. The Principal Advisor, Ethics said that the Ethics Office had taken a number of actions to address the low level of staff awareness of the need to report cases of misconduct and low staff confidence in the procedures for reporting retaliation. These included issuing the policies on anti-fraud and protection against retaliation in English, French and Spanish; emphasizing the two issues in training courses; ensuring that staff at all levels participate together in face-to-face training courses to encourage the notion that the policies apply to everyone; and working with the Global Staff Association to ensure greater publicity on these issues. She said that she had personally received initial reports of misconduct and found it encouraging that the Ethics Office was viewed as a safe haven. She had prompted staff to take the cases to the investigators, providing assurances of protection, and most staff members had done so. In at least two cases, action had been taken. She said that the UNICEF staff's low level of confidence in the protection policy was in line with that of other organizations, both in the private and public sectors. She added that the

Ethics Office could improve efforts in this respect and as one measure was working towards connecting the Oath of Office of staff members with achieving results for children.

333. The Executive Director commented that in order to fix problems it was important to know what the problems were and to prioritize them. He welcomed all the comments on internal audit and said that UNICEF would work to address them.

334. The Executive Board adopted decision 2010/17 on the annual report on internal audit activities and decision 2010/18 on the report of the Ethics Office of UNICEF (see annex).

H. Private fund-raising: financial reports and financial statements for the year ended 31 December 2009 (agenda item 10); and

I. Medium-term strategic plan: planned financial estimates for the period 2010-2013 (agenda item 11)

335. Agenda items 10 and 11 were presented and discussed together, beginning with the presentation of agenda item 11. The report on the medium-term strategic plan: planned financial estimates for the period 2010-2013 (E/ICEF/2010/AB/L.7) was introduced by the Deputy Director (Financial Services) of the Division of Financial and Administrative Management. The report on private fundraising (E/ICEF/2010/AB/L.4) was introduced by the Director of Private Fundraising and Partnerships.

336. Regarding the medium-term strategic plan, delegations praised UNICEF for the clear document. They expressed appreciation for the fact that UNICEF was managing to maintain its level of programme expenditure despite the projected decline in income. In addition, UNICEF was able to hold down administrative costs and to monitor its expenditures carefully.

337. Delegations welcomed the efforts of UNICEF to build partnerships with a broad range of actors, including the private sector and National Committees for UNICEF, in order to offset the decline in regular resources income. Concern was expressed about the projected decline in funding from donors, beginning in 2011. Several delegations called on donors to reduce their emphasis on earmarked funds and allow UNICEF more flexibility and autonomy in managing its resources.

338. Noting that the report cited low interest rates and unfavourable exchange rates as factors in the projected income figures, one delegation welcomed United Nations inter-agency collaboration on this issue among UNICEF, UNDP and UNFPA. The delegation also suggested that UNICEF rely on partnership with international financial institutions such as the World Bank to minimize expenditures related to exchange rate fluctuations and draw upon the best practices of relevant stakeholders and financial institutions. The delegation welcomed the initiative of UNICEF to develop a funding benchmark for after-service health insurance, providing first that there were sufficient resources for operational activities and for country programmes.

339. One speaker urged UNICEF to continue its focus on raising funds for humanitarian assistance, whether to mitigate the effects of conflict, natural disasters

or climate change. The speaker commended UNICEF for using its accumulated fund balance to cover expenditures related to emergencies.

340. UNICEF was encouraged to intensify its work in advocacy and programme development. By supporting research and evidence-based policy work, according to one speaker, the organization could leverage intellectual leadership and play a pivotal role as a leading and influential voice for children.

341. One delegation commented on the need for UNICEF to cut back its administrative costs and asked whether the organization had a standard benchmark for overhead expenses. The Deputy Director replied that the overhead rate for programme support costs was 7 per cent. At present, the support budget represented 11.9 per cent of the total use of resources, which included more than just administrative costs (e.g., programme support and security costs).

342. Responding to a question about how UNICEF would handle an unforeseen scenario involving a further decline in income, the Executive Director said that UNICEF had built in a projected decline in revenue for the next year and would use previous reserves to cushion the impact so that the level of programme expenditure could be maintained. At the same time, the organization was taking steps to improve efficiencies related to administrative costs.

343. Commenting on the report on private fundraising, delegations acknowledged the efforts of UNICEF in private fundraising during the past year, which, despite an expected decline due to the global recession, still surpassed anticipated levels. Numerous delegations commented on the mixed fundraising results: individual pledge giving had increased significantly while corporate pledges and income from cards and gifts had declined. Noting the trend of declining sales, several delegations welcomed the organization's continued efforts to rationalize the cards and gifts business and requested to be informed when final results were available. One delegation requested that the volume of cards sold be included as an indicator in the financial reporting. Another asked how the pledge giving by individuals was earmarked and whether the increase affected the balance between core and non-core resources.

344. A number of delegations praised the organization's efforts to increase transparency in reporting, while some remarked they hoped to see further reductions in administrative expenses in future financial reports. Others urged UNICEF to seek new sources of private giving to compensate for decreased contributions and welcomed the organization's efforts to build partnerships with a broad range of private actors and National Committees. One delegation requested to see more examples of fundraising partnerships in future reports. The delegation said evaluations demonstrating the efficiency of such partnerships would attract potential new investors and noted that certain National Committees had been identified as key partners in developing new fundraising markets. Several delegations offered to share their experience in working with social media in attracting new donors.

345. In response, the Director said that she had taken note of all the points raised and would report on the cards and gifts rationalization project at the first regular session 2011.

346. The Executive Board adopted decision 2010/19 on the medium-term strategic plan: planned financial estimates for the period 2010-2013 (see annex).

J. Road map to an integrated budget: cost classification and results-based budgeting — joint report of UNDP, UNFPA and UNICEF (agenda item 12)

347. The Executive Board had before it the report (E/ICEF/2010/AB/L.10), which was introduced by the Deputy Director (Budget Management) of the Division of Financial and Administrative Management.

348. The Deputy Director noted that since this was a joint report, it had been presented to the Executive Board of UNDP and of UNFPA, which took place from 30 August to 3 September 2010. The document, she said, shows the progress the three organizations have made in two areas: (a) harmonization of the classification of costs; and (b) improving the methodology for results-based budgeting. The report was one step in a four-year road map, which began in January 2010 and will lead to a single integrated budget for each organization as of 2014, using a harmonized terminology.

349. The proposed integrated budget to be presented by 2014, she said, would improve results-based budgeting by better aligning resources with expected results, using the management results in the strategic plans as the framework. It will include results and resources for the entire organization, incorporating the four areas of cost classification outlined in the document. She also explained modifications to the proposed cost classification that had been requested by the Executive Board of UNDP and of UNFPA.

350. Delegations expressed their satisfaction with the work accomplished by UNDP, UNFPA and UNICEF and commended the three organizations for clarifying the process and for making efforts towards harmonization, transparency and improved strategic decision-making.

351. Welcoming the new approach, one speaker noted that it would allow monitoring of trends and challenges, and would help to identify critical gaps in activities. The new classification would improve inter-agency coordination and joint programming. Moreover, the increased transparency would enhance fundraising by demonstrating explicit results to donors. At the same time, the approach needed to take into account the organization-specific mandates and requirements of UNICEF and the other organizations.

352. A number of delegations requested further clarification on the budget proposal for 2012-2013. Several asked for a sample presentation of the 2012-2013 budget. It was recommended that this budget be comparable to previous budgets and that it include the modification requested by the Executive Board of UNDP and of UNFPA to sharpen the distinction between one-time investments and recurrent costs.

353. Noting that the Executive Board of UNICEF, in its decision 2009/20, had requested that the 2012-2013 budget enhance linkages between resources and expected results, several delegations said that the budget being proposed took a more limited and selective approach to results-based budgeting. They asked for clarification on how this budget would help advance efforts towards the goal of a single integrated budget by 2014. Some delegations asked for more information on how results-based budgeting would be used and any anticipated constraints.

354. Regarding the single integrated budget to be used by each agency in 2014, several delegations expressed support for the harmonized format and method as a

way to support transparency and comparability. It was emphasized that the budget should be driven by the next cycle's strategic plans and should propose resource levels to meet expected results. Further, it should integrate all sources of resources and build in measures to assess operational efficiencies and comparability.

355. Expressing support for decision 2010/32 adopted by the Executive Board of UNDP and of UNFPA at its second regular session 2010, delegations recommended that the Executive Board of UNICEF adopt the same wording in its decision.

356. The Deputy Director thanked the delegations for their support. She explained that the budgets of the three organizations would still have technical differences to accommodate each organization. She noted that the organizations were aiming to make the new model as clear and transparent as possible but would provide the Executive Board with any further explanations needed along the way, both in writing and through informal consultations. As delegations suggested, it would be important to work on the model budget document to see how the concepts would be applied in practice. Achieving results-based budgeting was an ongoing process that would require continual improvement.

357. Deputy Executive Director Ms. Hilde Frafjord Johnson explained that it would be more difficult than anticipated to arrive at a more sustainable funding source for the cluster responsibilities and accountabilities of UNICEF as part of the new cost classification system. She said that cluster coordination was not subject to an effort mandated by the General Assembly and that other solutions were being sought for sustainable funding in this area.

358. The Executive Board adopted decision 2010/20 (see annex).

K. Progress made in human resources management in UNICEF (agenda item 13)

359. The Executive Board had before it the report on progress made in human resources management in UNICEF (E/ICEF/2010/AB/L.9), which was introduced by the Director of the Division of Human Resources (DHR).

360. Delegations thanked UNICEF for the comprehensive report. It was essential, they said, that UNICEF have highly qualified staff members in order to fulfil its mandate and promote achievement of the Millennium Development Goals. Delegations emphasized the need to continue strategic workforce planning and the 'talent pool' approach to ensure a consistent supply of talent, including during situations of emergency and transition. Also highlighted was the need to promote diversity, gender parity and geographical balance, and the skills, competencies and mobility of staff.

361. UNICEF was commended for its encouraging progress in several areas, including staff competency profiles, training and career development, staff performance appraisals, the addressing of challenges in timely staff recruitment, and early deployment in emergency situations.

362. All delegations stressed the need to achieve geographical balance among staff. Several said that the proportion of international Professional staff from programme countries (47 per cent) was low compared with that from industrialized countries (53 per cent). The imbalance was significant at senior levels. It was noted by one

delegation that the proportion of staff at the P-5 level and higher who were nationals of States in the region of Central and Eastern Europe and the Commonwealth of Independent States was only 3 per cent. UNICEF was requested to assist the recruitment of candidates from programme countries through the New and Emerging Talent Initiative and the Junior Professional Officer programme, both of which, it was said, currently promote candidates from industrialized countries.

363. Achieving gender parity was singled out as an equally important goal for UNICEF. One delegation proposed that UNICEF collaborate with the newly established United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The delegation further recommended that at the annual session of 2011, UNICEF provide an in-depth overview of progress made, and recommendations, to achieve gender parity in all areas of the work of the organization. The delegation urged UNICEF to achieve 50/50 gender balance at all levels of the organization, and a 50/50 balance at senior levels by 2011.

364. Delegations also encouraged UNICEF to make further efforts to fill the gaps in the skills and competencies of staff members, to improve the management skills of staff, and to support staff motivation and professional enrichment. One speaker noted that the new focus on equity would require strengthened skills in upstream policy dialogue, in developing the capacities of partners, and in programme planning and management. The capacities of staff would also need further development in cross-cutting areas, notably gender equality and the human rights-based approach to programming. The speaker asked how UNICEF would address this particular gap. It was recommended that UNICEF emphasize equal career opportunities and merit-based prospects of staff in hiring and career advancement.

365. Ensuring that "the right people are in the right place at the right time" was especially important in situations of emergencies and transition, according to a number of delegations. One said that it was crucial that staff be rapidly deployed from the onset of an emergency. In 2009, the delegation noted, 90 per cent of cluster coordinators were deployed within 56 days, and 56 per cent were deployed within 28 days. Other delegations expressed concern over reports of the fast turnover of cluster-lead staff in emergencies and stressed the need for continuity and adequate staffing levels. Two delegations emphasized the importance of paying special attention to children with disabilities.

366. Delegations encouraged UNICEF to further engage with partners in the United Nations system, promote inter-agency mobility and harmonize its human resources approach, processes and rules with those of other organizations across the system.

367. One delegation asked whether more regular funding was possible for posts in human resources, 36 per cent of which are funded from other resources and temporary funding.

368. It was also recommended that future reports contain a section detailing the source of recruiting so that trends could be tracked in internal redeployment, external recruitment and career opportunities for field specialists.

369. The Director thanked the delegations for their comments. She emphasized that diversity and inclusion were high priorities. UNICEF was seeking more diverse sources of staff competencies and skills and was taking advantage of new media, including social media. The organization was committed to achieving a 50/50 gender balance, and had embedded the issue of gender in all stages of the

recruitment process. She concurred with comments made on the importance of measuring impact, including through the use of appropriate performance indicators.

370. Regarding geographical balance, she said that the number of posts was linked to programme demands and funding. DHR was planning to become more involved in programme planning processes and budget reviews to look at creative ways of using human resources. She explained that UNICEF continued to track the proportions of staff from each region while noting that increasing the number of staff from one region could possibly have an impact on staffing from other regions.

371. She expressed support for the recommendation made that more attention be paid to children with disabilities, noting that DHR was focusing more on hiring and retaining people with disabilities.

372. The Director said that UNICEF took United Nations coherence seriously and was represented in the human resources-related working groups and networks, assuming a lead role in many of them.

373. The Director emphasized the importance of responding to emergencies from the onset. UNICEF was working on improving its flexibility in this area and on ensuring the right competencies and capabilities of staff, in emergencies and in the general area of cluster leadership.

374. DHR, she said, was also looking into a number of other issues brought up during the discussion: staff skills in cross-cutting areas, the funding of posts in human resources, and the length of contracts. She took note of the comments on the human resources strategy, training of staff, merit-based recruitment and career advancement, and speedier recruitment. The ultimate goal was to contribute to making UNICEF an even more productive and modern organization.

375. The Executive Director underscored the strong support of UNICEF for harmonization as a means to improve the effectiveness of the United Nations. He welcomed the comments on diversity, including gender balance and other aspects, saying that this was an important issue for UNICEF and for him personally.

376. The issue of disabilities, he said, was directly related to the focus on equity and meeting the needs of disadvantaged groups. UNICEF was reviewing candidates for a new position of senior advisor on this issue to help mainstream it into the work of the organization.

377. Responding to comments on the UNICEF response to emergencies, the Deputy Executive Director of UNICEF explained that all UNICEF staff had the obligation to be able to respond to emergencies. The Core Commitments for Children in Humanitarian Action reflected the responsibility of every country office to answer to any emergency within 42 and 78 hours. The previous Core Commitments were revised to cover cluster accountabilities and early recovery. As more and more emergencies were occurring, UNICEF was experiencing the constraint of providing surge capacity, seeking creative solutions to that challenge. She said that UNICEF took its cluster lead responsibilities very seriously and was looking to regularize cluster-related positions within the context of the next biennial support budget. The Deputy Executive Director reiterated a concern expressed by the Director of Human Resources and the Executive Director that no satisfactory agreement had been reached on the Special Operations Living Allowance for non-family duty stations.

378. The Executive Board adopted decision 2010/21 (see annex).

L. Progress report on the implementation of the International Public Sector Accounting Standards (agenda item 14)

379. The Deputy Director (Accounts) of the Division of Financial and Administrative Management presented the report (E/ICEF/2010/AB/L.8).

380. The Executive Director noted that completing the implementation organization-wide by January 2012, in terms of both technology and training, would be a complex, ambitious and challenging effort that would require major support over the next year.

M. Other matters (agenda item 15)

Briefing on the launch of Progress for Children and on a study on achieving the Millennium Development Goals with equity

381. The Executive Director introduced the briefing on the launch of the flagship UNICEF publication *Progress for Children: Achieving the MDGs with Equity* and on the new study by UNICEF entitled "Narrowing the Gaps to Achieve the Goals". The study shows how an equity-focused approach to child survival and development is the most practical and cost-effective way of meeting the health Millennium Development Goals for children.

382. The Executive Director noted that despite overall progress towards the Millennium Development Goals, in many countries, the gap between the richest and the poorest children is growing. For that reason, he had asked UNICEF to study whether an equity-focused approach could actually accelerate progress while reducing these inequities. Such an approach, he said, was contrary to conventional wisdom of the development community, which believed that it would be too costly and too difficult to reach the hardest-to-reach communities in the poorest nations.

383. The UNICEF team, comprising experienced analysts from headquarters and the regional offices, worked for four months on the rigorous scientific study, he said, submitting their results to outside specialists that included leading academic health experts and practitioners. Though the study had concentrated on health, particularly under-five mortality, he said that UNICEF would pursue the same kind of pro-equity interventions in education, nutrition and protection. He said he was excited by the results of the study and believed they would have an impact, not only on what UNICEF was doing, but also, more broadly, on how the international community thinks about achieving the Millennium Development Goals and human development generally.

384. The Principal Advisor, Programmes, presented the detailed results of the study and enumerated three major conclusions: (a) an equity-focused approach improves the returns on investment, averting many more child and maternal deaths than does the current path; (b) using an equity-focused approach, each $1 million additional investment in reducing under-five deaths in low-income, high-mortality countries would avert an estimated 60 per cent more deaths than the current approach; and (c) because of national burdens of disease, ill health and malnutrition are concentrated in the most excluded and deprived child population; providing those children with essential services can accelerate progress towards the health-related

Millennium Development Goals while at the same time reducing disparities within the nations.

385. Delegations universally welcomed the presentation, noting with appreciation the rigorous way in which UNICEF was pursuing new ideas and testing new theories. Some delegations wondered what the next steps for UNICEF would be: whether the approach had been seen anywhere in practice or whether field trials or pilots in certain countries or regions were planned. Several asked whether similar results could be expected in other areas, such as education or child protection. Others asked how this new kind of thinking could be best disseminated within the universe of development practitioners, particularly within the United Nations system. One delegation asked whether the study would affect the recently launched Global Strategy on Women's and Children's Health. Several noted that identifying constraints to demand as well as supply would be essential to enhancing the cost-effectiveness of the equity-focused interventions in nutrition and child mortality.

386. Some delegations affirmed the centrality of gender inequality highlighted in the report, and expressed hope that the newly established UN Women would help to accelerate work on gender equality in child survival and development. Others, recognizing UNICEF as a pioneer in integrating the human rights-based approached in its work, noted that global and national statistics often masked inequities within countries and communities, and stressed that sustainable poverty reduction required national leadership and sound evidence-based policies, complemented by targeted participatory programming at the local level.

387. One speaker confirmed that inequities were indeed growing in his country, leading to alarming levels of neglect, violence, abuse and exploitation and the dissolution of community support systems. Another noted with appreciation that the equity-focused approach promised a better return on investment, particularly in poorer regions such as sub-Saharan Africa, where countries are in danger of not meeting the health-related Millennium Development Goals.

388. In response, the Executive Director confirmed that discussions are already being held to reorient current strategies in consultation with the Governments of programme countries. Although he was confident that the results were right, he stressed that the study was by no means the final word and that the analysis would continue. Meanwhile UNICEF would continue to build on what was already done and focus all the more on pro-equity strategies for all country programmes.

389. He stressed that, in order for UNICEF to learn from the individual experiences in the various countries, it was crucial to improve the organization's monitoring and evaluation systems. He reported that a so-called 'equity fund' had been created to encourage funding for innovative pro-equity pilot projects in country programmes. He noted that the creation of UN Women provided a tremendous opportunity to link UNICEF work more closely to gender issues, which, he said, are inextricably linked to development. He concluded that while there had already been an extraordinary enthusiasm about the equity focus in principle, the study showed that it was also the right thing in practice.

Briefing on the situation in Pakistan

390. The President invited the Permanent Representative of Pakistan to the United Nations, H.E. Mr. Abdullah Hussain Haroon, to brief the Executive Board on the

situation in Pakistan following the devastating monsoon floods there. The Executive Director of UNICEF gave a brief presentation on the emergency response.

391. The Ambassador conveyed his Government's gratitude to the international community and the international organizations for their support and assistance. He acknowledged with appreciation the call from the UNICEF Executive Director to step up the humanitarian operations in Pakistan to stave off an expected second wave of disease. However, recalling the large-scale response to the Haiti earthquake, he also noted with concern that the international community had not yet responded at a scale the Government had expected. He reported that even though the number of affected people had increased to 21 million, international assistance had almost stalled in the last few days. This, he said, had been observed by the United Nations system as well, and the Initial Response Plan launched last month continues to suffer a shortfall of $165 million.

392. He described the vast devastation caused by the flooding and reiterated his Government's appeal to the international community for increased support and donations — 80 per cent of which, he noted, had been directly channelled through the United Nations.

393. The Executive Director said that during his visit to Pakistan he was shocked by the immensity of the tragedy and the challenges that Pakistan and the international community were facing. The future recovery phase, he said, would present a huge, longer-term challenge.

394. He reported that UNICEF, with its partners, was providing over 2 million people with clean drinking water every day and had already vaccinated hundreds of thousands of children against common diseases, such as polio and measles. He noted that surge staff — over 100 people (including 14 for cluster coordination), with plans for another 75 soon — had already begun working in the country. Yet in spite of all efforts, the organization had been slow to react. Only about 15 per cent of the target group of children had been vaccinated and another 6 million people still needed to be reached with clean water and sanitation. He said he was very impressed by the UNICEF staff working there under extremely difficult and often dangerous circumstances.

395. The Executive Director noted that UNICEF had received about two thirds of the requested funding of $141 million — just over $90 million — and that more funding would be needed for recovery. He assured the Government of Pakistan that UNICEF would support the effort all the way.

396. Delegations expressed their support for UNICEF disaster relief activities in Pakistan. Several delegations reported on their contributions to the cause, while others announced an increase in pledges. A few mentioned that they provided assistance through the United Nations Central Emergency Response Fund and through the European Union.

397. Many delegations expressed the hope that by working efficiently within the emergency cluster response system, UNICEF would be able to fully apply the revised Core Commitments for Children in Humanitarian Action and to boost its support in the clusters it leads, particularly nutrition and WASH. Several welcomed the joint UNICEF, WFP and WHO survival strategy plan, pulling together the efforts of the health, nutrition and WASH clusters and aiming to help people for the next 6 to 12 months.

398. In response, the Ambassador thanked the Executive Director and the delegations for their support.

399. The Executive Director concluded by saying said that UNICEF was sending many of its best staff to Pakistan. UNICEF was working largely through the non-governmental organizations and would continue to help to build their capacities to provide relief.

Tentative list of agenda items for the 2011 first regular session of the Executive Board

400. The Secretary of the Executive Board introduced the tentative list of agenda items for the 2011 first regular session of the Executive Board, scheduled to take place from 8 to 11 February 2011.

N. Action on outstanding draft decisions (agenda item 16)

401. The Executive Board adopted decisions 2010/11 through 2010/21 (see annex).

402. After the Executive Board adopted decision 2010/16, on the annual report on the evaluation function and major evaluations, the representative of Chile said that it would have been timely to incorporate wording regarding the analysis on children with disabilities. The representative recommended that in a future decision the Executive Board encourage UNICEF to consider integrating children with disabilities analysis in future evaluation methodologies. She further proposed that UNICEF share with the Executive Board a thorough analysis on the issue of children with disabilities resulting from emergency situations.

O. Closing statements (agenda item 17)

403. In his closing remarks, the Executive Director thanked delegations for their candid and detailed comments, especially on the various management issues. He said that UNICEF would follow up on the issues raised.

404. The President summarized the highlights of the discussions of the second regular session 2010. Noting that 11 decisions had been adopted in key areas, he commended the delegations and facilitators for their spirit of constructive engagement. The reports and presentations of the session, he said, showed that UNICEF was striving to improve the efficiency and effectiveness of its operations and processes — and the drive for results. He applauded these efforts and encouraged UNICEF to continue to strengthen its response to audit recommendations and its capacity in evaluation. He also encouraged the organization in its efforts to recruit and retain high-quality and diverse staff and to deploy them more efficiently in emergency and transition situations. He praised UNICEF for charting a prudent course in the context of the global economic downturn while aiming to expand fundraising in the private sector.

405. The President praised the work of UNICEF, UNDP and UNFPA on improving results-based budgeting in a harmonized process. Recalling the updates given on the situation in Pakistan, he said that it was unacceptable that the victims of the monsoon floods in that country had received such poor support from the international community. In closing, he reiterated the importance of achieving the

Millennium Development Goals with equity and urged delegations to help to advance the equity-focused agenda for children at the High-level Plenary Meeting on the Millennium Development Goals, which was to take place 20 to 22 September 2010.

Annex

Decisions adopted by the Executive Board in 2010

2010/1
Report of the Executive Director of UNICEF to the Economic and Social Council

The Executive Board

1. *Takes note* of the report of the Executive Director of UNICEF to the Economic and Social Council (E/ICEF/2010/3);

2. *Recalls* its decision 2009/2 on the 2009 report of the Executive Director of UNICEF to the Economic and Social Council (E/ICEF/2009/3);

3. *Reiterates* the importance of the full implementation of General Assembly resolution 62/208 of 19 December 2007 on the triennial comprehensive policy review of operational activities for development of the United Nations system;

4. *Commends* the progress made in the contributions of UNICEF to the implementation of the triennial comprehensive policy review;

5. *Welcomes* the efforts of UNICEF to include in the report a more qualitative assessment and analysis of results achieved, progress made and difficulties encountered, as well as lessons learned, and requests further progress in this direction in future reports;

6. *Further requests* UNICEF to continue to improve its results-oriented reporting in other relevant reports to the Executive Board;

7. *Requests* UNICEF to include in future reports recommendations to further improve the implementation of the triennial comprehensive policy review;

8. *Decides* to transmit the above-mentioned report (E/ICEF/2010/3) to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session;

9. *Requests* that in the future this report should be presented to the Executive Board for action and submission to the Economic and Social Council.

First regular session
14 January 2010

2010/2
Recommendation for approval of additional regular resources for approved country programmes

The Executive Board

Approves a total of $57,137,000 in additional regular resources for the approved programmes, as outlined below.

Table
Additional regular resources (RR) 2010 and 2011
(In United States dollars)

Country programme*	Approved programme duration	2010 Planning level** (A)	2011 Planning level** (B)	2010 RR Balance (C)	Additional RR to be approved (A+B-C)
Azerbaijan	2005-2010	917 000	—	50 000	867 000
Chile	2005-2010	750 000	—	—	750 000
Democratic People's Republic of Korea	2007-2010	1 861 000	—	—	1 761 000
Islamic Republic of Iran	2005-2010	1 479 000	—	78 000	1 401 000
Mozambique***	2007-2011	16 009 000	16 009 000	—	32 018 000
Philippines***	2005-2011	3 053 000	3 053 000	—	6 106 000
Serbia	2005-2010	750 000	—	—	750 000
Somalia	2008-2010	8 634 000	—	—	8 634 000
Uruguay	2005-2010	750 000	—	—	750 000
Area programme for Palestinian children and women	2008-2010	4 000 000	—	—	4 000 000
Total					**57 137 000**

* Extensions of all listed ongoing country programmes are contained in E/ICEF/2009/P/L.32.
** As per latest available estimates.
*** Mozambique and Philippines require approval for additional regular resources for both 2010 and 2011.

First regular session
14 January 2010

2010/3
Private Fundraising: 2010 workplan and proposed budget

A. Private Fundraising and Partnerships budgeted expenditures for the 2010 season

The Executive Board

1. *Approves* for the fiscal year 2010 (1 January to 31 December) budgeted expenditures of $125.3 million, as detailed in the table below and summarized in column II of table 7 to document E/ICEF/2010/AB/L.1:

(In millions of United States dollars)

Commissions — field offices	1.6
Cost of goods delivered	27.6
Operating expenses — marketing	40.1
Operating expenses — support services	30.4
Investment funds	25.6
Total expenditures, consolidated	**125.3**

2. *Authorizes* UNICEF:

(a) To incur expenditures, as summarized in column II of table 7 to document E/ICEF/2010/AB/L.1, and to increase expenditures, up to the level indicated in column III of the same table, should the apparent proceeds from fundraising or card and gift sales increase to the levels indicated in column III; and accordingly, to reduce expenditures below the level indicated in column II, to the extent necessary, should the net proceeds decrease;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above), up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2010 approved workplan.

B. Budgeted income for the 2010 season

The Executive Board

Notes that for the period 1 January to 31 December 2010, Private Fundraising and Partnerships net proceeds are budgeted at $485.9 million (regular resources), as shown in column II of table 7 to document E/ICEF/2010/AB/L.1.

C. Policy issues

The Executive Board

1. *Renews* investment funds, with $25.6 million established for 2010;

2. *Authorizes* UNICEF to incur expenditures in the 2010 fiscal period related to the cost of goods delivered (production and purchase of raw materials, cards and other products) for the 2011 fiscal year, up to $27.7 million, as indicated in the Private Fundraising and Partnerships medium-term plan (table 6 to document E/ICEF/2010/AB/L.1);

3. *Approves* an interim one-month allocation for January 2011 in the amount of $12.6 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2011.

D. Private Fundraising and Partnerships medium-term plan

The Executive Board

Approves the Private Fundraising and Partnerships medium-term plan, as reflected in table 6 to document E/ICEF/2010/AB/L.1.

First regular session
14 January 2010

2010/4
Report on the implementation of the UNICEF cost recovery policy

The Executive Board

1. *Recalls* its decision 2006/7 on the review of the UNICEF cost recovery policy,

2. *Takes note* of the report on the implementation of the UNICEF cost recovery policy (E/ICEF/2010/AB/L.3),

3. *Reiterates* its request to the Executive Director in decision 2008/2 on the biennial support budget for 2008-2009 to take all necessary measures to ensure that regular resources do not subsidize projects funded by other resources;

4. *Recalls* its decision 2009/20 on the biennial support budget for 2010-2011 requesting the Executive Director to improve the UNICEF biennial support budget for 2012-2013 as a step towards a single, integrated budget for UNICEF, including by providing information on cost recovery describing how projected cost recoveries from extra-budgetary resources are calculated, such as updated information on variable indirect costs of UNICEF, to allow for appropriate analysis of the cost recovery rate;

5. *Recommends* that the issue of cost recovery be included in the "road map" to achieve the objectives outlined in decision 2009/20.

First regular session
14 January 2010

2010/5
Follow-up to Executive Board decision 2009/20 on the biennial support budget for 2010-2011

The Executive Board

1. *Welcomes* the presentation of the joint information note of the United Nations Development Programme, the United Nations Population Fund and UNICEF on the road map to an integrated budget;

2. *Recalls* its decision 2009/20 and emphasizes that all elements of guidance are to be addressed in the follow-up actions;

3. *Urges* UNICEF to adhere to the proposed time frames of the road map and to keep the Executive Board informed on progress;

4. *Decides* to include the update of the results matrix of the biennial support budget for 2010-2011 in the biennial support budget.

First regular session
14 January 2010

2010/6
Annual report of the Executive Director: progress and achievements in 2009 and report on the in-depth review of the medium-term strategic plan, 2006-2013

The Executive Board

1. *Welcomes* the annual report of the Executive Director and the report on the in-depth review of the medium-term strategic plan, 2006-2013 (E/ICEF/2010/9), and its companion document on the revised annexes to the medium-term strategic plan (E/ICEF/2010/10), and commends the process, including the analysis of results and revisions based on the review;

2. *Endorses* the general conclusions of the review, including the adjustments envisaged for the remaining period of the current medium-term strategic plan;

3. *Reiterates* the need for UNICEF to continue to improve its results-oriented reporting to the Executive Board and looks forward to progress in this regard in the annual reports starting in 2011, including better demonstration of its value added to national results;

4. *Requests* UNICEF to continue to report on the results of its contributions to humanitarian relief and assistance, joint programming where it exists and upstream contributions to national capacities and policies;

5. *Welcomes* the inclusion of lessons learned and recommendations for future directions in the annual report of the Executive Director and in-depth review of the medium-term strategic plan, and requests UNICEF to include in its future annual reports, starting in 2011, concrete steps to build on these lessons learned and recommendations and report against progress made;

6. *Stresses* the need to report on progress on indicators, against the baseline data in the medium-term strategic plan, to allow better comparing of achievements made over the years towards the end targets;

7. *Encourages* UNICEF to integrate the reporting on gender equality results throughout its annual report of the Executive Director and calls upon UNICEF to continue to improve performance on this cross-cutting issue;

8. *Looks forward* to a discussion on the end-of-cycle review of the extended medium-term strategic plan and the process of planning the next medium-term strategic plan at the first regular session 2012.

Annual session
4 June 2010

2010/7
Report on progress in the implementation of the management response to the gender policy evaluation

The Executive Board

1. *Reaffirms* gender equality as one of the cross-cutting strategies of the medium-term strategic plan of UNICEF;

2. *Reaffirms* the need for UNICEF to promote gender equality and empowerment of women, as well as the rights of the child, in particular the girl child;

3. *Takes note* of the report and matrix on progress in the implementation of the management response to the UNICEF gender policy evaluation (E/ICEF/2010/11 and E/ICEF/2010/12);

4. *Welcomes* the efforts of UNICEF to improve training and disseminate practical operational guidance for staff in each of the UNICEF focus areas for integrating gender equality and empowerment of women in programmes;

5. *Emphasizes* the need to plan for and achieve gender equality results as a key purpose of the policy in order to contribute to the 2006-2013 UNICEF medium-term strategic plan;

6. *Requests* UNICEF to take concrete steps to improve the identification, definition and achievement of gender equality results at country level, including the collection of sex-disaggregated data;

7. *Emphasizes* the need to ensure adequate financial and human resourcing for gender equality and empowerment of women, and in this regard urges UNICEF to track its resource investments by establishing its gender marker tool to benchmark and monitor progress;

8. *Urges* progress on the implementation of institutional accountability mechanisms;

9. *Urges* continued effort in the area of leadership to improve the integration of gender equality in programming and policy at headquarters, regional and country levels, and also to improve targeted action;

10. *Requests* UNICEF to report on the progress of its gender equality work in line with the medium-term strategic plan at the annual session 2011.

Annual session
4 June 2010

2010/8
Draft country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2010*
Central and Eastern Europe and the Commonwealth of Independent States				
Azerbaijan	2011-2015	4 585 000	12 500 000	P/L.2
Belarus	2011-2015	3 750 000	4 200 000	P/L.3
Georgia	2011-2015	3 750 000	25 300 000	P/L.4
Serbia[1]	2011-2015	3 750 000	50 500 000	P/L.5 and P/L.5/Add.1
Turkey	2011-2015	4 180 000	38 000 000	P/L.6
East Asia and the Pacific				
Cambodia	2011-2015	32 530 000	75 000 000	P/L.7
China	2011-2015	50 615 000	82 000 000	P/L.8
Democratic People's Republic of Korea	2011-2015	9 305 000	118 842 000	P/L.9
Malaysia	2011-2015	3 750 000	10 000 000	P/L.10
Myanmar	2011-2015	83 585 000	115 000 000	P/L.11
Eastern and Southern Africa				
Swaziland	2011-2015	3 755 000	31 750 000	P/L.12
Middle East and North Africa				
Iraq	2011-2014	7 936 000	200 000 000	P/L.13
Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the Occupied Palestinian Territory	2011-2013	12 000 000	26 085 000	P/L.14

[1] UNICEF activities in Kosovo are being planned and implemented in accordance with United Nations Security Council resolution 1244 (1999).

Annual session
4 June 2010

2010/9
Request by the United Republic of Tanzania to present a draft common country programme document to the Executive Boards of UNDP/UNFPA, UNICEF and WFP

The Executive Board,

Recalling its decisions 2002/4, 2006/19 and 2008/17 on the country programme approval process:

1. *Notes* the request of the United Republic of Tanzania to present a draft common country programme document incorporating a common narrative with agency-specific components, results frameworks and related resource requirements for UNDP, UNFPA, UNICEF and WFP;

2. *Notes further* that the draft common country programme document will be submitted for discussion by the respective agencies during the first regular

session 2011 and for approval of the respective agency component during the annual session 2011;

3. *Decides* to consider the draft common country programme document of the United Republic of Tanzania on an exceptional basis;

4. *Decides further* that the revised common country programme document will be posted on the websites of the respective organizations no later than six weeks after the discussion, and a hard copy of the revised document will be provided, upon request, to Executive Board members by the secretariat;

5. *Stresses* that, in line with its decisions 2002/4 and 2006/19, the agency component of the common country programme document will be approved on a no objection basis, without presentation or discussion, unless at least five members have informed the secretariat in writing before the session of their wish to bring the common country programme document before the Executive Board.

Annual session
4 June 2010

2010/10
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programmes approved by the Executive Director, as indicated in table 1 to document E/ICEF/2010/P/L.15, for Albania, Bangladesh, Cape Verde, Chad, Ghana, Guyana, Kyrgyzstan, Mauritania, Oman, Peru, the Russian Federation, South Africa, Ukraine and Viet Nam;

2. *Approves* the two-year extensions for Nepal, Namibia, Pakistan and Sierra Leone and the second one-year extension for Chile and the Islamic Republic of Iran, as presented in table 2 to document E/ICEF/2010/P/L.15.

Annual session
4 June 2010

2010/11
Proposed programme of work for the Executive Board sessions in 2011

The Executive Board

1. *Adopts* the following proposed programme of work for Executive Board sessions in 2011, subject to revisions as appropriate during the year;

2. *Takes note* of the increasing programme of work during the second regular sessions of the Executive Board, and *recommends* that UNICEF consider how agenda items throughout the year can be better balanced, while taking into account previous decisions of the Executive Board and any possibility to harmonize the schedule for relevant items with the Executive Board of UNDP and of UNFPA.

First regular session *8-11 February 2011*	*Annual session* *20-23 June 2011*	*Second regular session* *12-15 September 2011*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board *(A)*		Proposed programme of work for Executive Board sessions in 2012 *(A)*
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
Annual report to the Economic and Social Council* *(A)* (2010/1)	Annual Report of the Executive Director: progress and achievements against the medium-term strategic plan** (2009/7) *(A)*	Programme cooperation: Adoption of revised country programme documents *(A)*
Programme cooperation: Adoption of revised country programme documents *(A)*	Programme cooperation: Adoption of revised common country programme document — United Republic of Tanzania *(A)*	Draft country programme documents*** *(A)*
Draft common country programme document — United Republic of Tanzania*** *(A)* (2010/9)	Draft country programme documents*** *(A)*	Regional summaries of midterm reviews of country programmes *(D)*
Oral report on the knowledge management and research function of UNICEF	Extensions of ongoing country programmes (2009/11) *(A)*	Advocacy, programme development and intercountry programmes *(A)*
Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 1: Young child survival and development	Report on the progress of gender equality work in UNICEF (2010/7) *(D)*	Report of the Ethics Office of UNICEF *(I)*
	Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 4: Child protection from violence, exploitation and abuse	Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings
		Thematic discussion on results and lessons learned in the medium-term strategic plan focus area 2: Basic education and gender equality
Evaluation and audit matters	**Evaluation and audit matters**	**Evaluation and audit matters**
		Report on the evaluation function and major evaluations (2008/4) *(D)*
		Annual report on internal audit activities**** (1997/28) *(D)*

First regular session *8-11 February 2011*	*Annual session* *20-23 June 2011*	*Second regular session* *12-15 September 2011*
Resource, financial and budgetary matters	**Resource, financial and budgetary matters**	**Resource, financial and budgetary matters**
UNICEF financial report and audited financial statements for the biennium ended 31 December 2009 and report of the Board of Auditors *(I)*		Biennial support budget 2012-2013 *(A)*
Private fundraising: 2011 workplan and proposed budget *(A)*		Medium-term strategic plan: planned financial estimates for the period 2011-2014 *(A)*
Pledging event		Private fundraising: financial report and statements for the year ended 31 December 2010 *(D)*
		Interim financial report and statements for the year ended 31 December 2010, the first year of the biennium 2010-2011 *(D)*
		Update on implementation of the International Public Sector Accounting Standards *(D)*
Other matters	**Other matters**	**Other matters**
	Address by the Chairperson of the UNICEF Global Staff Association	
	Reports of the field visits of the Executive Board *(I)*	

* The relevant reports of the Joint Inspection Unit will also be considered under this agenda item.

** A separate Data Companion is available under this agenda item.

*** The consolidated results and performance data for the previous programme cycle of each draft country programme document are posted on the UNICEF Executive Board website with the draft country programme documents (decision 2008/17).

**** The management response to the annual report of the Office of Internal Audit for 2009 will also be considered under this agenda item (decision 2009/19).

The Executive Board considers four types of agenda items:

(i) *For action (A)*: The Executive Board is expected to discuss and to adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;

(ii) *For discussion (D)*: The Executive Board is expected to discuss the official documentation prepared by the secretariat. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;

(iii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board;

(iv) *Oral reports*: Oral reports are presented at the request of the Executive Board. They are accompanied by short, informal background documents.

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2010/12
Draft country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2010*
Eastern and Southern Africa				
Somalia	2011-2015	42 325 000	281 000 000	P/L.22
Zambia	2011-2015	42 795 000	83 765 000	P/L.23
West and Central Africa				
Burkina Faso	2011-2015	75 745 000	87 800 000	P/L.24
The Americas and the Caribbean				
Uruguay	2011-2015	3 750 000	6 250 000	P/L.25
East Asia and the Pacific				
Indonesia	2011-2015	27 700 000	127 500 000	P/L.27
South Asia				
Maldives	2011-2015	3 750 000	3 480 000	P/L.28

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9 September 2010

2010/13
Recommendation for approval of additional regular resources for approved country programmes

The Executive Board

1. *Takes note* of the six-month extension of the country programme for the United Republic of Tanzania, from 1 January 2011 to 30 June 2011;

2. *Approves* a total of $340,230,086 in additional regular resources for the approved programmes, as outlined below:

Table 1
Additional regular resources (RR) for ongoing programmes
(In United States dollars)

Region/country	*Approved programme duration*	*Available RR ceiling as of 1 Jan. 2011* (A)	*2011 planning level** (B)	*2012 planning level* (C)	*Additional RR to be approved* (B+C-A)
Belize	2007-2011	419 455	750 000	—	330 545
Central African Republic	2007-2011	0	3 863 000	—	3 863 000
Dominican Republic	2007-2011	681 376	750 000	—	68 624
Egypt	2007-2011	1 567 000	3 090 000	—	1 523 000
El Salvador	2007-2011	623 809	750 000	—	126 191
Eritrea	2007-2011	1 073 000	1 963 000	—	890 000
Ethiopia	2007-2011	1 063 222	40 053 000	—	38 989 778
Gabon	2007-2011	345 000	750 000	—	405 000
Gambia	2007-2011	624 860	1 071 000	—	446 140
Guinea	2007-2011	0	7 228 000	—	7 228 000
Haiti	2009-2011	2 116 800	3 024 000	—	907 200
Jamaica	2007-2011	431 000	750 000	—	319 000
Lao People's Democratic Republic	2007-2011	1 075 000	1 965 000	—	890 000
Madagascar	2008-2011	487 000	11 909 000	—	11 422 000
Malawi	2008-2011	2 185 000	9 390 000	—	7 205 000
Panama	2007-2011	0	750 000	—	750 000
Republic of Moldova	2007-2011	693 000	750 000	—	57 000
Sao Tome and Principe	2007-2011	480 125	750 000	—	269 875
Senegal	2007-2011	0	5 346 000	—	5 346 000
Tunisia	2007-2011	556 000	750 000	—	194 000
Yemen	2007-2011	0	7 153 000	—	7 153 000
Zimbabwe	2007-2011	1 045 743	4 681 000	—	3 635 257
Cameroon	2008-2012	126 000	6 268 000	6 268 000	12 410 000
Democratic Republic of the Congo	2008-2012	26 594 313	54 946 000	54 946 000	83 297 687
Guinea Bissau	2008-2012	2 059 000	2 149 000	2 149 000	2 239 000
Liberia	2008-2012	3 961 000	4 963 000	4 963 000	5 965 000
Sudan	2009-2012	9 940 000	10 345 000	10 345 000	10 750 000
Total					**206 680 297**

* As per latest available estimates.

Table 2
Additional regular resources (RR) for ongoing country programmes extended for 2011 or 2012
(In United States dollars)

*Country programme**	*Approved programme duration*	*2010 additional RR to be approved* (A)	*2011 planning levels*** (B)	*Available RR ceiling as of 1 Jan. 2012* (C)	*2012 planning levels*** (D)	*Total additional RR to be approved* (A+B-C+D)
Albania	2006-2011	—	750 000	0	—	750 000
Bangladesh	2006-2011	—	22 482 000	288 066	—	22 193 934
Cape Verde	2006-2011	—	750 000	0	—	750 000
Chad	2006-2011	—	11 317 000	0	—	11 317 000
Chile	2006-2011	—	750 000	200	—	749 800
Ghana	2006-2011	—	8 611 000	0	—	8 611 000
Guyana	2006-2011	—	750 000	0	—	750 000
Islamic Republic of Iran	2006-2011	—	1 479 000	0	—	1 479 000
Kyrgyzstan	2006-2011	—	920 000	0	—	920 000
Mauritania	2009-2011	—	1 804 000	0	—	1 804 000
Peru	2006-2011	—	750 000	296 527	—	453 473
Russian Federation	2006-2011	—	797 000	411 121	—	385 879
South Africa	2007-2011	—	997 000	9 725	—	987 275
Ukraine	2006-2011	—	836 000	185 000	—	651 000
United Republic of Tanzania[1]	2006-2011	—	20 748 000	0	—	10 374 000
Viet Nam	2006-2011	—	3 610 000	794 572	—	2 815 428
Namibia	2006-2012	—	750 000	—	750 000	1 500 000
Nepal	2008-2012	—	6 832 000	—	6 832 000	13 664 000
Pakistan[2]	2009-2012	350 000	17 879 000	—	17 879 000	36 358 000
Sierra Leone	2008-2012	—	8 643 000	—	8 643 000	17 286 000
Total						**133 549 789**

* Extensions of all listed ongoing country programmes are contained in E/ICEF/2010/P/L.15.

** As per latest available estimates.

[1] The 2011 planning level for the United Republic of Tanzania is $20,748,000. The additional RR being requested is half of the annual RR planning level, which will cover a six-month extension period from 1 January 2011 to 30 June 2011.

[2] Due to the adjustment of the 2010 RR ceiling for Pakistan, additional RR in the amount of $350,000 is requested for Pakistan in 2010.

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9 September 2010

2010/14
Extension of cooperation with Rotary International for polio eradication

The Executive Board

1. *Approves* a five-year extension of the programme of cooperation with the PolioPlus programme of Rotary International for the period 2011 to 2015, in accordance with the terms of the original Executive Board document (E/ICEF/1990/P/L.35), as amended by Executive Board decision 2005/12.

2. *Urges* all parties involved in the push for polio eradication to increase their coordination and efforts towards that goal.

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9 September 2010

2010/15
Extension of the Vaccine Independence Initiative

The Executive Board

Approves a five-year extension of the Vaccine Independence Initiative for the period 2011 to 2015, in accordance with the terms of the original document approved by the Executive Board in 1991 (E/ICEF/1991/P/L.41), for an amount of up to $10 million, subject to the availability of specific-purpose contributions.

Second regular session
9 September 2010

2010/16
Annual report on the evaluation function and major evaluations

The Executive Board

1. *Takes note* of the annual report on the evaluation function and major evaluations in UNICEF (E/ICEF/2010/18);

2. *Reaffirms* the critical role played by the evaluation function of UNICEF and *welcomes* the progress made in strengthening the evaluation function of UNICEF and *encourages* UNICEF to continue to address the remaining challenges;

3. *Welcomes* the efforts made by UNICEF to strengthen its internal evaluation capacity as well as national evaluation capacity and *requests* UNICEF to include in its annual report on evaluation in 2011 concrete results of these efforts as well next steps to address the remaining challenges faced;

4. *Notes* with satisfaction that evaluations are now disaggregated by country, region and theme, and *encourages* UNICEF to report on the number of evaluations planned and effectively completed, the degree to which evaluations meet internationally agreed evaluation criteria, and the further disaggregation of evaluations according to type;

5. *Reiterates* the need for UNICEF to continue to enhance funding for evaluation activities following overall programme expenditure, and to ensure that adequate evaluation capacity is made available to country level either through deploying sufficient dedicated personnel or greater support from the regional level;

6. *Notes* the efforts made by UNICEF to increase the number and quality of management responses and *requests* UNICEF to include status updates regarding the implementation of management responses in its annual report on evaluation in 2011;

7. *Encourages* UNICEF to further improve the integration of cross-cutting areas in evaluation methodologies, including in human rights-based approaches and gender analysis;

8. *Urges* UNICEF to continue to strengthen the capacity of the evaluation function at all levels of the organization, particularly within regional and country offices;

9. *Approves* the proposal to upgrade the post of Director of Evaluation from the D-1 to the D-2 level, effective immediately, within the approved biennium budget.

Second regular session
9 September 2010

2010/17
Annual report on internal audit activities

The Executive Board

1. *Takes note* of the annual report to the Executive Board on internal audit activities in 2009 (E/ICEF/2010/AB/L.5 and E/ICEF/2010/AB/L.5/Corr.1), the UNICEF Audit Advisory Committee 2009 annual report to the Executive Director, and the UNICEF management response to the annual report of the Office of Internal Audit for 2009 (E/ICEF/2010/AB/L.6);

2. *Welcomes* the increase in the audits completed yearly in the period between 2007 and 2009;

3. *Requests* that UNICEF management continue to address the follow-up and implementation of internal audit observations and audit recommendations, especially in high-risk areas, taking into account, as appropriate, the analysis of underlying causes contained in the report;

4. *Calls upon* UNICEF management to address systemic weaknesses within the organization, particularly in the areas of programme management and financial management, procurement, and asset management;

5. *Notes* the lack of tools to measure the efficiency of support functions at country level and requests UNICEF to develop clear guidelines, targets and indicators to promote greater efficiency in country offices and to report back to the Executive Board on any efficiency savings made.

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9 September 2010

2010/18
Report of the Ethics Office of UNICEF

The Executive Board

1. *Takes note* of the report of the Ethics Office of UNICEF on its activities for 2009 (E/ICEF/2010/17);

2. *Recognizes* the Ethics Office for its valuable contributions to the operations of UNICEF;

3. *Encourages* the management of UNICEF to include the head of the Ethics Office in appropriate senior management meetings as an observer, in order to encourage high standards of conduct and prevent institutional conflicts of interest;

4. *Requests* UNICEF to keep the Executive Board informed of progress in achieving the action plan of the Ethics Office, providing evidence of impact and achievement;

5. *Encourages* the Ethics Offices to use feedback on the training provided to UNICEF personnel to ensure that the training interventions continue to be appropriate and effective and provide a good return on the investment of resources;

6. *Also encourages* the Ethics Office to continue to enhance its briefings, training and counselling services for UNICEF management and staff;

7. *Notes* that according to the "Report of the accountability system of UNICEF" (E/ICEF/2009/15), approved by the Executive Board in its decision 2009/8, the Ethics Office is responsible for formulating, reviewing and disseminating ethics-related policies and providing guidance related to all issues in the workplace (such as conflicts of interest or outside activities), and in this regard *requests* that UNICEF designate the Ethics Office as the unit responsible for reviewing potential conflicts of interest for senior appointees who will perform control functions that are not covered by the appointment-vetting processes of the Secretary-General;

8. *Requests* the management of UNICEF to continue to provide the necessary human and financial resources to support the Ethics Office to carry out its work effectively, giving priority to further building the skills and capacity of the Ethics Office;

9. *Requests* the Executive Director of UNICEF to:

(a) Base the appointment of the head of the Ethics Office on his or her demonstrated abilities and experience in relevant fields;

(b) Ensure that a pre-appointment review for conflicts of interest is conducted by an independent entity;

(c) Limit the term of appointment to five full years, exceptionally renewable once for a maximum of five years;

(d) Bar re-entry of the head of the Ethics Office into the organization once the term of appointment has ended;

10. *Requests* that the Ethics Office of UNICEF submit future reports to the Executive Board at its annual sessions.

Second regular session
9 September 2010

2010/19
Medium-term strategic plan: planned financial estimates for the period 2010-2013

The Executive Board

1. *Takes note* of the planned financial estimates for 2010-2013 as contained in document E/ICEF/2010/AB/L.7 as a flexible framework for supporting UNICEF programmes;

2. *Approves* the framework of planned financial estimates for 2010-2013 and approves the preparation of programme expenditure submissions to the Executive Board of up to $1,190 million from regular resources in 2011, subject to the availability of resources and the continued validity of these planned financial estimates;

3. *Approves* the suspension of the annual transfer of $30 million to the after-service health insurance reserve for 2010 and 2011 in view of the impact of the global economic downturn, should income and expenditure projections in this report materialize, and requests UNICEF to continue making annual transfers to the after-service health insurance reserve, in accordance with decision 2008/20, if end-of-year unexpended balances from regular resources so permit.

Second regular session
9 September 2010

2010/20
Road map to an integrated budget: cost classification and results-based budgeting — joint report of UNDP, UNFPA and UNICEF

The Executive Board

1. *Takes note* of the analysis contained in document DP-FPA/2010/1-E/ICEF/2010/AB/L.10;

2. *Endorses* the cost definitions and classification of activities and associated costs as proposed in the above-mentioned document (DP-FPA/2010/1-E/ICEF/2010/AB/L.10), for application effective in the 2012-2013 biennium, with the following amendments:

(a) Development activities: (i) programmes; (ii) development effectiveness;

(b) United Nations development coordination;

(c) Management: (i) recurring costs; (ii) non-recurring costs;

(d) Special purpose: (i) capital investments; (ii) services for other United Nations organizations;

3. *Requests* additional written information, prior to the first regular session 2011, in the form of an informal note on the differences in the categorization of costs into cost classifications;

4. *Requests* UNICEF to present its 2012-2013 budget documents using these cost definitions and classifications;

5. *Requests* UNICEF, together with UNDP and UNFPA, to reflect the new classifications in their financial statements and in their annual financial reviews presented in 2013 and onwards, to allow for a comparison between actual expenditures and budgets;

6. *Requests* UNICEF, together with UNDP and UNFPA, to continue to work towards the presentation of a single integrated budget for each organization, starting in 2014, and to align the budgets with the results in the strategic plans of the organizations;

7. *Requests* UNICEF, together with UNDP and UNFPA, to prepare an informal mock-up document to illustrate the format of the 2012-2013 budget, in line with decision 2009/20, that will ensure comprehensive, transparent linkages to the institutional and management results frameworks of the respective strategic plans, for discussion at the first regular session 2011, and *emphasizes* the need for regular consultations with the Executive Board, including on cost classification and results-based budgeting, prior to the first regular session 2011.

Second regular session
9 September 2010

2010/21
Progress made in human resources management in UNICEF

The Executive Board

1. *Takes note* of the report on progress made in human resources management in UNICEF (E/ICEF/2010/AB/L.9);

2. *Recognizes* that having highly qualified staff is key for UNICEF to achieve its objectives, and further recognizes that recruitment and retention of highly qualified staff are key priorities for the organization;

3. *Recognizes* in this regard that skills and qualifications, integrity, commitment, gender balance and diversity are core values for UNICEF;

4. *Notes* that the proportion of UNICEF international Professional staff from industrialized countries is 53 per cent, and from programme countries, representing seven UNICEF administrative regions, is 47 per cent, with disparities most evident at senior levels;

5. *Encourages* UNICEF to continue its strategic workforce planning and the 'talent pool' approach to address the main challenges of ensuring a consistent supply of talent as well as appropriate human resource frameworks and processes to cover the wide range of operational needs of the organization;

6. *Welcomes* the fact that the paramount consideration in this talent pool approach shall be the necessity of securing the highest standards of efficiency, competence and integrity while paying due regard to recruiting on as wide a geographical basis as possible in accordance with Article 101, paragraph 3, of the Charter of the United Nations;

7. *Urges* UNICEF management to continue to take the necessary steps to accelerate progress in addressing human resources gaps while reflecting diversity and gender equality, and ensuring transparency and equity at all levels in the recruitment and retention of highly qualified staff in the international Professional category;

8. *Requests* UNICEF to address the urgent challenges of staff recruitment, immediate deployment and retention in emergency and transition situations, to ensure that in emergencies there is less turnover of staff providing a coordination role and that adequate staffing levels are maintained;

9. *Urges* UNICEF, in order to ensure an optimal mix of skills, competencies and experience, to stimulate a more active rotation within the organization and to continue to stimulate mobility among United Nations organizations in order to contribute to United Nations inter-agency efforts, and to strengthen equality in career opportunities;

10. *Requests* the Executive Director to include in the annual report to the Executive Board, starting in 2011, progress made in human resources management, including in the implementation of this decision.

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